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CITY OF CONCORD

FY 2011 Annual Report



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FY 2011 Annual Report



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CONCORD, NH



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MAYOR'S MESSAGE
Inaugural Remarks

Ladies and Gentlemen of the Concord City Council, Mr. City Manager, Madame City Clerk, City Staff, Families and friends, thank you for coming. We appreciate your presence at these brief Inaugural Ceremonies.

It is a privilege and honor for me to deliver my 2nd Inaugural Address. As the 47th Mayor of Concord, I am again very humbled and proud to assume the responsibilities of this office.

I first want to take the opportunity to congratulate my fellow City Councilors. Welcome back to all of the incumbents who have been re-elected. I would also like to welcome our newest members: Councilor At Large Michael DelloIacono and Councilor Amanda Grady.

As I said two years ago, "You are an exciting group of individuals with tremendous energy and talent." I again look forward to working with each of you.

I also congratulate Councilor Dan St. Hilaire on his re-election as Mayor Pro Tem. Dan is intelligent and tireless and I say – Thank you Mayor St. Hilaire for your assistance and willingness to give two more years.

To Mr. Aspell and all of the Concord city employees, I wish to extend a thank you for all that you do, and look forward to working with you for the next two years. You are the people that keep this community safe, enlightened, and informed. You have continued to accept every challenge given to you and have successfully exceeded all expectations.

I would like to express a special thanks to all of our families. This job takes our time away from you and I know none of us could do this without your steadfast support.

And to the most important people in my life: my wife and best friend Tara Reardon, our son Jackson, a sixth grader at Rundlett Middle School, Whitney Flanders and Matt Flanders. All of you grace my life with your presence every single day and I would not be here today without their continued love and support.

Lastly, my parents, Dick and Linda Bouley, I could not have been luckier to have two more wonderful role models. Throughout my life, each of you taught me the value of giving back to community and I hope I can make you proud in my service as Mayor.

Over the past 12 years serving on the Council I have learned much about our government, the citizens of Concord and about our place in this state.

Concord has grown since I began serving. In fact, as we enter 2010 a quick look back to the turn of the century shows our population has increased by 3,500 people to the current population of 44,186 in 2009. As the population has grown, so has the demand for city services.

Consider this:

- Since the year 2000, police calls for service have increased by 43%.
- Fire calls for service have increased by 17 %.
- The Recreation Department is serving 15 % more kids in our youth programs.
- We have added 15 additional miles of roadway that must be plowed, maintained and paved, and we have reduced the number of General Services employees by 24.

As the demand increases so has the cost of those services. Just like your household, the city has seen increase in costs for health care, retirement, electricity, fuel, solid waste and supplies. One small example, since we are in the middle of winter, is the cost of salt for the roads. Although we are using less salt than we did in 2000, the cost has risen from \$28.00/ton for a total cost of \$165,000 to \$65.00/ton for a total cost of \$357,500, more than a 50% increase.

And if increase demand and high costs for services were not enough, we can no longer rely on many of the traditional sources of revenue. Just last year Concord's municipal government received \$1.2 million dollars less in revenue sharing from the State of NH.

So, as we sit here tonight, it is important to begin looking to tomorrow, and the undertakings that we look to accomplish. Let me share with you what I think some of our priorities should be.

My first priority will be the same as it has been over the last two years: we must continue to keep our spending under control and we must continue to find ways to make city government live within its means. I am very proud that the Fiscal Year 2010 budget was the first balanced budget in decades no longer relying on dwindling reserves.

To achieve the goal of prudent fiscal management, we must develop and execute a strategic approach to positive economic development for tax base expansion. This is the only way we will be able to continue to deliver the high quality of services the citizens of Concord have come to expect.

Second – We must continue to support the backbone of our city's economy – small business, by actively promoting our city and creating an environment that instills the trust that we are open to their needs. I believe Concord has already started to see the benefits of this with the opening of several new green businesses downtown.

It is imperative that the local government of the City of Concord maintain its state of resilience (its ability to respond to changes in the economic environment effectively); its creativity and innovation; and its willingness to take on new initiatives.

The city has, for the last decade, taken a facilitative approach in which cooperative partnerships are used to leverage knowledge and resources to achieve community goals. I will continue this approach as I have the last two years.

Enhancing the economic vitality of downtown Concord by encouraging the redevelopment of the Opportunity Corridor and achieving a high utilization of the upper levels of the existing buildings must be a continued focus. Financial incentives, flexible regulations and codes are in place and sufficient access to parking has been provided. When the housing market strengthens and owners become motivated – redevelopment will occur.

The continuous promotion of cultural, weekend, and evening events will need to occur so as to strengthen the existing commercial and retail base and get customers into the doors of our merchants.

Through our continued focus and investment, downtown Concord will grow as a destination center, and our efforts to enhance our creative economy will continue to pay dividends. I will work to continue our evolving public arts initiatives. We have been successful in the establishment of a downtown independent theatre, and are on the cusp of strengthening our new arts district. Our commitment to the arts must continue.

Third – As a group, we must update our zoning regulations and produce a streamlining of our review process for new development and redevelopment that will encourage “green” economic growth. Planning for the future is the only way to preserve and enhance the characteristics and attributes of Concord that we most cherish, and to ensure that our communities remain healthy and vibrant. Starting next month in partnership with Concord 20/20, there will be several public forums for citizens to share their opinions on how they want the city to look through zoning changes. We must also urge the city Planning Board to author a rewrite of both our subdivision and site plan regulations as soon as possible.

Fourth – With the help of the Council Committee on Energy and Environment, Concord must continue to establish responsible renewable energy policies. With only a few small changes we have achieved great success over the past two years with significant savings in fuel and electrical costs. I am asking the committee to continue its work with the businesses, the builders, the architects, the residents, and the thousands of people who work in and visit our city each year to engage in a process that will lead to Sustainable Concord.

Fifth – Later this year the Council will be presented with a final report from the Task Force for a 21st Century Library and a final report on the future of our four existing community centers. It will be important to act on these recommendations. Having a vibrant, accessible and modern library as well as a multi-generational community center is a keystone to our quality of life in Concord. Both projects will offer our residents better access to essential resources, and in doing so, enhance their lives and our community.

Sixth – I believe we must reassess our use of information technology and how the city communicates with its citizens. Information technology can provide new and innovative ways for citizens to be civically engaged in their community and with their government creating positive citizen/government relationships. We must recognize that not everyone has access to city government during the normal work day. By using technology, Concord citizens can voice their questions and/or concerns, or conduct activities such as renewing a dog license or paying a bill on-line at night or on weekends.

Seventh – We need to continue to maintain our investment in our public safety. New Hampshire was named last March as being the safest state in the Country, according to a study completed by researchers at Florida Atlantic University. The City of Concord is one of the safest communities in the state. Recently, however, we have seen an increase in serious crime in our community. Youth gang activity, drug related violence, property crime and violent assaults have occurred more frequently than in the past. Our community needs to take a stand against this behavior in order to keep Concord a safe community.

Finally, in the next two years we must continue to progress on many projects we have already started.

- Completion of the Sanel Block revitalization
- Penacook Mill/Downtown Penacook Redevelopment
- South End Rail Yard Redevelopment with a new \$70 million cogeneration electric and steam generation plant
- Commercial Development in Loudon Road/Route 106 area
- And Fisherville, North State and Village Streets reconstruction – must all remain high priorities

While these are but a few of the goals that I wish to accomplish during my second term, they will not be reachable without your help.

We have a responsibility to work together. I ask everyone in this city to join with me in meeting these challenges.

As we begin the difficult and exciting task of creating a prosperous Concord for future generations let us consider the words of Will Rogers, “Even if you are on the right track, you will get run over if you just sit there.”

So, thank you and with that in mind....let’s get to work!

James Bouley, Mayor

City of Concord

January 4, 2010

City of Concord, New Hampshire Mayor and City Council

MAYOR

James Bouley

COUNCILORS AT LARGE

Michael DelloIacono

Mark Coen

Dan St. Hilaire

Stephen Shurtleff

WARD COUNCILORS

Ward One

Elizabeth Blanchard

Ward Two

William Stetson

Ward Three

Jan McClure

Ward Four

Amanda K. Grady

Ward Five

Robert Werner

Ward Six

J. Allen Bennett

Ward Seven

Keith Nyhan

Ward Eight

Dick Patten

Ward Nine

Candace CW Bouchard

Ward Ten

Fred Keach

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings, one recessed meeting and one special meeting and passed 28 ordinances, 97 resolutions and adopted a \$47.2 million, twelve-month budget covering the fiscal year 7/1/2010 to 6/30/2011.

FY2010-FY2011 Priorities

- Tax Base Expansion
 - Loudon Road / Route 106
 - Downtown Streetscape
 - Downtown / 2nd & 3rd Story Development
 - Storrs Street Connection
 - Penacook Redevelopment
 - Revenue Enhancement
 - Redevelopment Authority Partnership
 - Creative Incentives / Code Flexibility
- Balanced Budget Issues
 - Information Technology / Website / Customer Services
 - Downtown Parking Improvements
- Concord Public Library Planning
- Maintain Core Services
 - Paving Maintenance
 - Fire Training Facility
 - Public Safety Initiatives
- Parks / Recreation / Open Space
- Langley Parkway North
- Multi-generational Community Center
- Odor Control at the Wastewater Treatment Plant
- Loudon Road Corridor Improvement Plan

City of Concord Boards and Commissions

*To view members, staff contact and the authority of boards and commission please visit our website at onconcord.com

20/20 Board of Directors
21st Century Library Task Force
Ad-Hoc Parking Study Committee
Ad-Hoc Recreation Committee
Airport Advisory Committee
Board of Assessors
Board of Health
Board of Revision of Assessment
Building Board of Appeals
Community Development Advisory Committee
Concord Housing Authority
Concord TV Board
Conservation Commission
Contoocook River Local Advisory Committee
Demolition Review Committee
Design Review Committee
Economic Development Advisory Council
Election Review Committee
Energy & Environment Advisory Committee
Everett Arena Advisory Committee
Facilities Naming Committee
False Alarm Appeals Board
Fiscal Policy Advisory Committee
Golf Course Advisory Committee
Heritage Commission
Information Technology Advisory Committee
Joint City/School Committee on Cooperation
Library Board of Trustees
Licensing Board
Municipal Housing Commission
New Hampshire Rail Transit Authority
Opportunity Corridor Redevelopment Fund Policy Committee
Opportunity Corridor Tax Increment District Advisory Committee
Parking Committee
Penacook Village Tax Increment Finance District Advisory Board
Personnel Appeals Board
Planning Board
Poles and Wires Committee
Public Safety Board
Recreation and Parks Advisory Committee
Regional Planning Commission
Rules Committee
Sears Block Tax Increment Advisory Committee
Solid Waste Advisory Committee
State-Capitol Region Planning Commission
Tax Exemption Policy Committee

Taxicab Licensing Board
Technical Review Committee
Traffic Operations Committee
Transportation Policy Advisory Committee
Trustees of Trust Funds
Upper Merrimack River Local Advisory Committee
Utility Appeals Board
Zoning Board of Adjustment



City of Concord, New Hampshire

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Ambulance Billing Questions		Concord Hospital	228-7117
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Budget	Finance – OMB		225-8585
Building Permits	Code Administration		225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	225-8664 228-2702 225-8659 225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	225-1989
Business Development			225-8595
Business Licenses	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Cemetery Information	General Services Department – Blossom Hill Cemetery		225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	226-8872
Children's Library Services	Concord Public Library		230-3690
City Auditorium Rental Information	General Services Department		230-3851
City Clerk	City Clerk's Office		225-8500
City Controller	Finance Department		225-8560
City Council Meetings	City Clerk's Office		225-8500
City Engineer	Engineering Division		225-8520
City Manager	City Manager's Office		225-8570
City Solicitor	City Solicitor's Office		225-8505
City Treasurer	Collections Division		225-8540
Code Administration	Community Development		225-8580
Community Centers	Recreation Department		225-8690
Community Development	Community Development		225-8510
Community Gardens on Clinton Street		State Division of Forests and Lands	271-3456
Concession Stand Licensing	Code Administration		225-8580
Concord Public Library	Concord Public Library		225-8670

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Concord School District		Superintendent's Office	225-0811
Conservation Commission	Planning Division		225-8515
Construction Permits	Code Administration		225-8580
Court Payments and Fines		Concord District Court	271-6400
Crime Prevention	Police Department		225-8600
Current Land Use	Assessing Department		225-8550
Cutting Timber	Assessing Department		225-8550
Data Processing	IT Department		225-8597
Dead Animals in Public Right of Way	General Services Department		228-2737
Death Certificates	City Clerk's Office		225-8500
Demolition Permits	Code Administration		225-8580
Driveway Permits, New	Code Administration		225-8580
Driveway Permits, alterations to existing	Engineering Division		225-8520
Dog Licenses	City Clerk's Office		225-8500
East Concord Community Center	Recreation Department		225-8690
Elections Information	City Clerk's Office		225-8500
Employment with the City	Human Resources Department		225-8535

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department	Finance		225-8560
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		225-8650
Fire Hydrant Problems	General Services – Water Division		228-2737
Fire Prevention	Fire Department		225-8651
Food Service Licensing and Inspection	Code Administration		225-8580
Friends of Concord Public Library	Concord Public Library		230-3682
Friends of Penacook Branch Library	Penacook Branch Library		753-4441
Garbage Collection	General Services Department		228-2737
General Licensing	Code Administration		225-8580
General Services Department	General Services Department		228-2737
Green Street Community Center	Recreation Department		225-8690

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Grounds Maintenance Park Maintenance	General Services Department		228-2737
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Recreation Department		225-8690
Heritage Commission	Planning Division		225-8515
House Address Numbers	Engineering Division		225-8520
Housing Code	Code Administration		225-8580
Housing Inspection Program	Code Administration		225-8580
Human Resources Department			225-8535
Human Services	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		230-3909
Job Openings	Human Resources Department		225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/ Transfer Station	General Services Department	Bestway Disposal	224-0890
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code Administration	Code Administration		225-8580
Marriage Licenses	City Clerk's Office		225-8500
Memorial Field – Scheduling	Recreation Department		225-8690
Memorial Field – Maintenance	General Services Department		228-2737
Merrimack Valley School District		Superintendent's Office	753-6561
Missing Juveniles	Police Department		225-8600
Motor Vehicle Registration	Collections Division		225-8540
Motor Vehicle Titles	Collections Division		225-8540
Motor Vehicle Violations	Police Department		225-8600
Noise Complaints (day)	Code Administration		225-8580
Noise Complaints (night)	Police Department		225-8600
Oil Recycling	General Services Department	Bestway Disposal	224-0890
Parking	Police Department		225-8600
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Penacook Branch Library	Penacook Library		753-4441
Planning Division	Community Development		225-8515
Playground Maintenance	General Services Department		228-2737
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		225-8600
Potholes	General Services Department		228-2737
Property Assessment	Assessing Department		225-8550
Property Tax Exemptions	Assessing Department		225-8550
Public Health	Code Administration		225-8580
Public Properties	General Services Department		225-8691
Public Works (General Services)	General Services Department		228-2737
Purchasing Department	Purchasing Department		225-8530
Raffle Licensing	Code Administration		225-8580
Real Estate Tax Bill	Collections Division		225-8540
Recreation Department	Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Restaurant Inspection and Licensing	Code Administration		225-8580
Road Conditions	General Services Department		228-2737
Rooming House Inspection and Licensing	Code Administration		225-8580
RV Waste Disposal	General Services Department – Wastewater Division		225-8691
Sand/Salt Operations	General Services Department		228-2737
School Board		Concord Merrimack Valley	225-0811 753-6561
Septage Waste Disposal	General Services Department		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services Department		228-2737
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street of Traffic	General Services Department		228-2737
Site Development Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		225-8693
Stop Sign Request	Engineering Division		225-8520
Street Cleaning	General Services Department		228-2737
Street Excavation Permits	Engineering Division		225-8520
Street Fair Licensing	Code Administration		225-8580
Street Light Repair		Unitil	224-2311
Street Location	Police Department		225-8600
Street Maintenance	General Services Department		228-2737
Street Sweeping	General Services Department		228-2737
Street Trees	Planning Division	Groundwork Concord	225-8515 224-3710
Subdivision Regulations/Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Recreation Department		225-8690
Swimming Pool Inspections/Permits	Code Administration		225-8580
Tax Bills	Tax Collection Office		225-8540
Tax Maps	Assessing Department		225-8550
Tax Collection Office	Collections Division		225-8540

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/ Lessons	Recreation Department		225-8690
Tennis Courts/Maintenance	General Services Department		228-2737
Tire Recycling	Concord Transfer Station - Landfill	Bestway Disposal	224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trash Collection	General Services Department		228-2737
Tree Branches/Spraying	General Services Department		228-2737
Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Uniform Commercial Code (UCC) Filings	City Clerk's Office		225-8500
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Wastewater Treatment Plant (Hall Street)	General Services Department		225-8691

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Water/Sewer Bills	General Services Department		225-8693
Water Treatment Plant	General Services Department		225-8696
Welfare Department	Human Services Department		225-8575
West Street Ward House	Recreation Department		225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	223-6832
Yard Sale Permits	Code Administration		225-8580
Zoning	Code Administration		225-8580

City of Concord, New Hampshire City Departments

ADMINISTRATION

City Manager Thomas J. Aspell, Jr 225-8570

ASSESSING

Dir of Real Estate Assessments Kathryn Temchack 225-8550

COMMUNITY DEVELOPMENT

Deputy City Manager-Development Carlos Baia 225-8510

Code Administrator Michael Santa 225-8580

City Engineer Ed Roberge 225-8520

City Planner Doug Woodward 225-8515

FINANCE

Deputy City Manager-Finance Brian LeBrun 225-8585

Purchasing Manager Douglas Ross 225-8530

Treasurer Michael Jache 225-8540

FIRE

Chief Dan Andrus 225-8650

GENERAL SERVICES, 311 N. State Street

Director Chip Chesley 228-2737

Highways Grounds Operation and Maintenance Facility

Sidewalks Cemetery Recreation Facilities

Snow and Ice Control Park Maintenance Equipment Services

Street Cleaning Public Properties Water Supply

Storm Sewer Airport Wastewater Treatment

Solid Waste Municipal Complex

PERSONNEL

Director Jennifer Johnston 225-8535

HUMAN SERVICES, 247 Pleasant Street

Director Jacqueline Whatmough 225-8575

INFORMATION SERVICES

Director Edward Drouse 225-8597

LEGAL

City Solicitor Paul Cavanaugh 225-8505

Deputy City Solicitor Jim Kennedy 230-3677

LIBRARY, 45 Green Street

Director Pat Immen 225-8670

POLICE, 35 Green Street

Chief Robert Barry 225-8600

RECORDS

City Clerk Janice Bonenfant 225-8500

RECREATION

Director David Gill 225-8690

ASSESSING DEPARTMENT

The Assessing Department is responsible for providing the citizens of Concord with an equitable and accountable real estate based assessment program; the fair administration of state statutes and programs governing property assessment; and a well run organization that is fiscally responsible and sensitive to the public's needs.

Facts and Figures

Building permits measured/listed	245
Sales reviews conducted	390
Deed changes processed	965
New parcel reviews conducted	37
New construction reviews conducted	41
Appeals: BTLA & Superior Court	46
Equalization Ratio	99.7%
Tax Base	\$3,831,842,867

Assessing Department figures are based upon the Tax Year, April 1, 2010 - March 31, 2011.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department serves to establish a customer service oriented development assistance and review process that provides for necessary safety, environmental and community concerns in a well coordinated, timely, predictable and cost efficient and effective manner.

Notable

Administration

The focus of the Administration Division continues to be on community outreach, regulatory facilitation, and ensuring that CD initiatives are carried out effectively and efficiently.

Regulatory Changes

- Division coordinated the implementation of zoning amendments that instituted “new urbanist” improvements to City land use regulations and eliminated certain redundant or onerous regulations.

Community Outreach Efforts

- Participating member of Concord’s Community Health Action Response Team (CHART) tasked with developing innovative strategies to enhance the wellness of the community.

Airport

- Lease with Civil Air Patrol re-negotiated.
- Improvements made to Terminal building and Hangar 2.

Economic Development

- Site visits with 30 business and non-profit leaders.

- Contracts negotiated with third party energy supplier as component of Concord Power and Steam plant projected to save City \$7 million over term
- Negotiated parking lease renewal with Firehouse Block Associates resulting in 500% increase over previous long-term contract.

Building and Code Division

- The Code Administration staff completed plan reviews and inspections for 445 building permits supported by 982 structural inspections with a construction value of \$88,253,084; 515 electrical permits supported by 725 inspections, 523 mechanical permits supported by 547 inspections, 228 plumbing permits supported by 500 inspections, 44 demolition permits, 821 health and related licenses and fielded over 1,127 zoning complaints & inquiries. Staff prepared for 41 ZBA appeals this year compared to 50 the previous year.
- Staff worked with other members of the Community Development Department to review the suggested amendments the Zoning Code prepared by Jeffery Taylor and Associates, Inc. This review has been completed and a final draft of ordinance amendments has been distributed to interested parties for their review.
- Staff reviewed the National Fire Protection Association 2011 Edition of the National Electrical Code and is prepared to enforce the 2011 edition when it is adopted by the State in the summer of 2011.
- Staff monitored numerous bills which, if adopted, could have an effect on our division. Bills such as HB62 – adoption of the IEBC by the State, HB252- regulating hawkers and peddlers, HB352 regulating lot mergers, HB266 the inspection of septic systems by municipal plumbing inspectors have been of particular interest.
- Staff attended seminars on the 2009 International Energy Conservation Code as they became available. The New Hampshire Building Officials Association hosted a seminar in October which was attended by the division's staff and was informative. The State of New Hampshire's Department of Energy and Planning has been directing the training efforts in the State and we are waiting for information as to how to meet the 90% compliance requirements established by the Federal Government.
- The State recently adopted the 2009 FDA Food Code to regulate food establishments. Staff has received copies of 2009 FDA Food Code and is evaluating this for possible adoption. The division currently enforces the 2001 FDA Code.

Engineering Division

The Engineering Services Division completed a number of major projects and program initiatives throughout 2011, including major traffic and transportation design projects, water and sewer utility projects, and airport projects, along with a number of transportation corridor planning studies and review of the city's development standards and regulations. Engineering staff continued to provide support for the Transportation Policy Advisory Committee and its technical subcommittees on pedestrian, bicycling, public transit, and traffic operations.

Engineering staff developed a comprehensive monitoring well permit and regulation process resulting in a new ordinance.

Major Engineering Programs and Initiatives

The Engineering Services Division continued its efforts on a number of major engineering programs and initiatives including the implementation of the GIS Master Plan, the

development of strategies for a stormwater utility mechanism to fund the implementation of the Stormwater Master Plan, the development of a multi-year digital tax map system update program, as well as the review of the city's development regulations and standards in response to the recently completed Comprehensive Master Plan.

- With respect to the GIS Master Plan, staff implemented the major aspects of the program including outline of the city's geographic information system initiatives and priority programs. The Engineering Division continues to update and expand our comprehensive GIS records including for the water system, sanitary sewer, and storm system, drainage systems, as well as roadways and other municipal infrastructure to provide the required asset reporting information for Finance. Automated reports on the city's infrastructure assets are now being provided to the Finance Department, including the above mentioned assets, roadways, sanitary and storm sewers, waterlines, sidewalks, and other infrastructure elements as requested.
- GIS staff, along with summer interns, scanned the entire inventory of private plans – some 6,600 plans and developed a private plan index now available for City use on the intranet. Additionally, GIS staff assisted by a General Services temporary employee, completed research and update of 6,700 private water main records in order to supply water main age, size, material, and lining information to the City's water system modeling consultant.
- Engineering staff continues to develop strategies for evaluating and implementing mechanisms for a citywide Stormwater Enterprise for funding the stormwater management program. Although City Council did not fund the capital project intended to advance the study of stormwater enterprise mechanisms in the FY20110 budget, staff prepared a detailed outline for presentation to City Council highlighting information gathered to date, and what program options Council could consider. Staff reviewed legislation passed in the legislature allowing for the creation of stormwater utilities and continues to monitor and review what other communities have developed or are considering for similar comprehensive programs.
- Engineering staff successfully applied for and received a grant from the NH Department of Transportation (NHDOT) Safe Routes to School program for safe school route improvements along South Street in the vicinity of Conant School. The project will be coordinated with the Concord School District's Conant School project and construction is anticipated in the summer 2011.
- Engineering Services, in conjunction with the Planning and Assessing Divisions, completed the first phase of the multi-year program to update the City's tax maps. The first phase focused on the 1,700 parcels in Penacook. The second phase of the project is underway and will focus on approximately 1,100 parcels in the westerly part of the City, generally bounded by Hutchins Street to the south, Bog Road to the north, and Sewalls Falls Road to the east.
- In light of the Planning Board's approval of the city's Comprehensive Master Plan in 2010, Engineering Services, in conjunction with the Planning Division, began development of developing new and/or revised design, development, and construction standards relating to drainage design, stormwater management, street construction, and street acceptance standards, all, as well as digital plan submission standards being required and elements of site plan and subdivision plan submissions. Working closely with Community Development Administration and the Planning Division, early efforts have focused on updating design and development standards as well as street design and acceptance standards. Revisions to regulations include stormwater management regulations and digital plan submission requirements.

- In an effort to provide support to other departments and divisions, Engineering staff conducted well over 110,780 site visits to determine the location and/or status of public right-of-way lines for development issues, right-of-way encroachments, and potentially hazardous street trees.

Community Development Department Permit Tracking Software

The Engineering Services Division continues its use of the Permit Tracking system, and its efforts to develop performance baseline standards for high the quality and responsiveness of construction inspection, as well as a the timeliness and responsiveness of the plan review process. Staff of Engineering, Planning, and Code Administration all use the integrated system proficiently and have advanced the electronic certificate of occupancy permit capability, thus streamlining efforts for the development community.

Transportation Policy Advisory Committee Initiatives

- In its 2008-2009 term, the Mayor and City Council created the Transportation Policy Advisory Committee (TPAC) in an effort to consolidate the number of technical review committees and standing advisory committees on traffic and transportation. Upon inception, the TPAC developed a number of technical subcommittees focused on supporting various areas of transportation. The subcommittees include the Pedestrian Committee, Bicycling Committee, Public Transit Committee and the Traffic Operations Committee. Engineering staff provides direct support for all committee and subcommittee activities.
- In its second most significant effort following adoption of the Comprehensive Transportation Policy, TPAC assisted the Bicycle Subcommittee and the Central NH Regional Planning Commission's efforts in the preparation and completion of the Bicycle Master Plan. Endorsed by both the Planning Board and City Council, the Bicycle Master Plan was adopted into the City's Comprehensive Master Plan in 2011.
- With the adoption of the Bicycle Master Plan and its continued efforts on bicycle system improvements, TPAC assisted the Bicycle Subcommittee on its submission of an application to be recognized as a bike friendly community. In 2011, Concord was recognized for its efforts and was awarded the bronze level as a bike friendly community by the Association of Pedestrian and Bicycle Professionals (APBP).
- The Comprehensive Transportation Policy, a comprehensive transportation policy intended to promote the development, operation, and maintenance of a complete, multi-modal transportation system serving the community, inclusive of its residents, businesses, employees, and visitors – all in the context of the overarching goals of economic vitality, enhanced livability, quality of life, and environmental and fiscal sustainability – the so-called “complete streets” initiative. The policy was adopted by City Council in late 2009.
- With its focus on multi-modal transportation systems, TPAC assisted the Pedestrian Subcommittee on its submission of an application to be recognized as a pedestrian friendly community through the inaugural Federal Highway Administration's Pedestrian Friendly Community Program. In 2011, Concord was given an honorable mention for its efforts and was encouraged to continue to develop and expand its focus on pedestrian accessibility.
- As one of City Council's top priorities, the Engineering Services Division continues its efforts in developing a comprehensive traffic and transportation engineering program. The City's Traffic Engineer continues to focus on developing traffic and transportation related policies as well as focusing on neighborhood traffic issues, in addition to the

daily demands of traffic data collection, operational analysis, and response improvement. The Traffic Engineer chairs the city's Traffic Operations Committee and provides primary engineering support for the full TPAC and the Parking Committee.

- In an effort to identify and evaluate the city's high frequency and high severity accident intersections and corridors, the Traffic Operations Committee (TOC) continues to coordinate staff review of accident "Hot Spots" community-wide on a monthly basis. The TOC, through the support of the Concord Police Department, provides accident data used to develop accident "Hot Spots" locations for further review. Crash patterns are investigated and determined at high accident locations to identify safety problems and potential solutions. The TOC will continue its focus on capital projects by specifically targeting critical traffic corridors such as Loudon Road, Manchester Street, North State Street, Main Street, Fisherville Road, Village Street, and Langley Parkway.
- Engineering staff continues to support neighborhood traffic inquiries from residents through the Traffic Operations Committee (TOC). The TOC met monthly throughout 2011 and sponsored a number of neighborhood traffic meetings.
- Engineering staff collaborated with the Concord Police and Fire Departments to implement a number of no-to-low cost traffic signal enhancements at various locations citywide including traffic signal and pedestrian improvements along the Loudon Road corridor from Stickney Avenue to the Everett Arena.

Major Transportation Improvement Projects

Engineering Services was active on a number of major transportation improvement projects and corridor studies throughout 2011.

- In 2011, staff continued to compile traffic volume and accident data along the Loudon Road corridor and prepared a safety cost-benefit analysis data for the NHDOT to submit for consideration of Highway Safety Improvement Program (HSIP) funds. Engineering staff expects to present its findings to the NHDOT in early 2012 and sponsor neighborhood meetings to promote this high priority, safety improvement project along Loudon Road. Staff also intends to develop a consensus amongst the City Council, and the business community, and residential neighborhoods, all with the purpose of prioritizing this project.
- Following the opening of Langley Parkway in 2008, Engineering staff continues to gather and review traffic volume data in an effort to evaluate the effectiveness of the new traffic corridor as well as shape the city's vision with the northerly leg of the Langley Parkway project and the Pleasant Street corridor study. With the support of project partners, Engineering staff has begun the traffic and environmental feasibility study of the northerly section of the Langley Parkway. The Phase 3 limits of the project will connect the existing portion of Langley Parkway (on the Concord Hospital campus just north of Pleasant Street) to North State Street via the Penacook Street intersection. Project review with impacted neighborhoods and presentation to the public areas expected throughout 2012. The final design and phased construction of the Langley Parkway project is scheduled in the outyear of the capital improvement program. While improvements to Pleasant Street are in the outyear of the current CIP, staff will continue to coordinate the data collection of the post-Langley studies and present a detailed report with programming recommendations likely in the FY2011-2020 CIP.
- City Council approved the construction of the Phase 1 improvements to the US Route 3 Corridor (South) - Manchester Street in late 2009. Improvements include the signalization of the Manchester Street/Airport Road/Integra Drive intersection.

Construction was substantially completed in the 2011 construction season. Final completion is scheduled for early 2012. Staff coordinated legal and appraisal services and began negotiating for right-of-way along the corridor. Phase 1 construction is expected during the 2011 construction season.

- Final design for the Phase 2 improvements related to the US Route 3 Corridor (North) Improvement Project was completed in early 2010 and construction began in the segment from Bog Road to Lake Street to Palm Street in July 2010. The improvements include the removal of the existing concrete slab, which that has been difficult to maintain in recent years, along with the construction of sidewalks and related utility and streetscape improvements. The Phase 3 improvements included the rehabilitation and replacement of large masonry box culverts in the vicinity of Rattlesnake Brook and Palm Street, installation of new traffic signals at Bog Road and Sewalls Falls Road.
- Engineering staff continues to advance the support NHDOT on the Sewalls Fall Road Bridge Replacement Project. The City entered into an agreement with the NHDOT for the municipally managed project in the fall of 2011. Clough Harbor & Associates (CHA) has begun the final design review process and will undertake a detailed structural inspection and load rate analysis of the truss bridge structure in early 2012. Final design is expected through 2012/2013, with an anticipated project advertisement for the fall of 2013. The construction of the project is currently scheduled for FY2014. Staff assisted the DOT in the public meeting process and project development. Currently, the bridge repair/replacement project is scheduled for FY2012 on the State's 10-year plan.
- Engineering staff assisted TPAC's Bicycle Committee in the development and design of the North-South Bike Route. With grant funding secured by Concord 20/20, and the installation of signs and pavement marking by the staff of the General Services Department, Concord's first designated bike route, approved by City Council in late 2009, features the creation of a shared roadway bike route along South Street to North State Street via Spring Street and Rumford Street was completed in 2011. TPAC-Bike secured grant funding for the project through Concord 20/20. Installation of bike route signage and pavement markings is planned for mid-2011.

Major Infrastructure Improvement Projects

- Engineering staff coordinated the design and construction of major intersection projects, Airport projects, water and sewer utility projects, stormwater projects, and sidewalk improvement projects in the Heights and on Rockingham Street.
- Engineering staff completed the compilation and assessment of traffic and accident data in the McKee Square area and prepared a detailed traffic improvement study for City Council. Part of the project development included a significant public review process including the hosting of a well-attended public meeting in late 2011. Findings of the traffic improvement study, as well as comments through the public review process, will be presented to the City Council in early 2012. Final design and construction is currently scheduled in the FY2013-FY2014 capital improvement program. Traffic projections for the critical PM peak hour are complete and traffic simulation models are being developed for several alternative roadway, traffic control and safety improvements, including a no-build option. Staff and Traffic Operations Committee (TOC) reviewed concept alternatives in mid-2010. Council review and a public information meeting is anticipated for early 2011.
- Engineering staff completed the design and construction administration of several major water and sewer utility projects, including the completion of construction of approximately 4,000 feet of water main replacement on Loudon Road from Hazen

Drive to East Side Drive (Phase 1), initiated the design of 4,700 feet of water main replacement on Loudon Road between East Side Drive and Old Loudon Road (Phase 2), the construction of about 5,200 feet of water main cleaning and lining within the Penacook Village area, and the construction of 4,525 feet of sewer main lining along portions of Loudon Road, Walker Street, Merrimack Street, Rumford Street, and Mill Street.

- Engineering staff completed the design and construction administration of drainage improvements including the replacement of about 350 feet of culvert piping and 3 catch basin structures along Shawmut Street and Randolph Road; the lining of about 60 feet of culvert pipe on Farmwood Road; 600 feet of water main replacement on East and Crescent Streets in Penacook; and provided design and construction administration on the extension of 300 feet of sewer main to connect to the Days Inn on South Main Street; as well as the replacement of box culverts associated with Bow Brook under Pleasant Street and Warren Street.
- Engineering staff completed the design and provided construction administration of sidewalk improvements associated with the Safe Routes to School Grant program project along South Street, in the vicinity of the Conant School campus associated with the Safe Routes to School Grant program project. The Safe Routes to School Grant program, which staff secured in 2010, is a 100% funded program sponsored by the NHDOT. Work was completed in the summer of 2011 prior to the opening of the 2011-2012 school year.
- Inspection on the completion of major streetscape and sidewalk projects including sidewalks on Abbott Road, Manor Road and a portion of Borough Road between Primrose Lane and Millstream Lane as well as the reconstruction of a retaining wall on School Street located between Rumford and Huntington Streets.

Project Awards

- White Park received the American Council of Engineering Companies of New Hampshire (ACEC-NH) 2010 Engineering Excellence Award in the Environmental Project category. The award recognizes the innovation of design through use of porous concrete pavements to address stormwater management and water quality issues in the renovation of White Park. The award also recognizes the design consultants' efforts in engineering value and design considerations made throughout this complex project involving a historically significant park. Final improvements to the park were delivered on time and within the available funding constraints exceeding the City's expectations. The project now serves as a leader in the Concord community for sustainable design practices guiding future public and private-sector projects towards sustainable design. This is the 2nd award that the City has received for the White Park project since its completion. The Northern New England Concrete Promotion Association awarded the City of Concord the 2008 Excellence in Concrete Award for the use of innovative pervious concrete pavement at White Park.

Community Development Engineering Project Inspection Program

- In its fifth year, the Community Development Engineering Project Inspection Program continues to provide excellent inspection services at cost effective rates to the development community. In 2010/2011, Engineering staff recommended that inspection service fees not be increased given the economic challenges facing the development community, and that the fund remains in a strong position financially. Since its inception with the purpose of replacing expensive, outsourced inspection

services, Engineering's staff inspectors have saved the development community tens of thousands of dollars in fees. Additionally, the program continues to receive positive comments from the development community in terms of its cost effectiveness and the ability to make quick decisions. Engineering staff provided inspection services on 36 private development projects throughout 2011.

Planning Division and Planning Board

- The Planning Division continued to provide staff support to the Planning Board, Conservation Commission, Heritage Commission and Architectural Design Review Committee, and to that end, during the fiscal year, the Division staff attended and prepared agendas and minutes for a total of 20 Planning Board meetings, including 6 special meetings, 14 meetings of the Conservation Commission, including 2 site walks, 12 meetings of the Heritage Commission, and 12 meetings of the Architectural Design Review Committee. The City Planner is also an ex-officio member of the Recreation and Parks Advisory Committee, and as such, attends their meetings.
- The Planning Division continued to provide processing, review, written reports and meeting presentations for applications to the Planning Board including 14 for Subdivisions, 21 for Site Plan Review, 9 for Conditional Use Permits, and 9 for Architectural Design Review, not including the numerous sign applications that are reviewed by the ADRC and Planning Board. This year the Planning Division also developed new evaluation forms for the Architectural Design Review Committee to aid in standardizing the analysis and review of projects and signs.
- The Planning Division prepared a draft of new Site Plan Regulations, which were subjected to an interdepartmental review prior to submittal to the Planning Board for their consideration. The Planning Board held several review meetings, a public workshop and a public hearing for legal adoption of the Site Plan Regulations.
- The Planning Division, with assistance from the Central New Hampshire Regional Planning Commission, and in coordination with the City's Energy Committee, prepared an Energy Chapter of the Master Plan. Final input and revisions from the Energy Committee are still pending, and the legal adoption process will continue into 2012.
- The Planning Division assembled 2010 census data and prepared maps to assist the committee appointed to propose any necessary realignment of the City's Ward lines in order to maintain an acceptable parity in Ward populations for election purposes.
- The Planning Division continued to prepare amendments to the Zoning Ordinance for consideration by the Planning Board in accordance with recommendations as contained in the Master Plan, as emerged from Concord 20/20's zoning review process, and as requested of City Council and referred to the Planning Division, including the Keeping of Chickens as Pets Accessory to a Residential Use and the Delta Dental zone change.
- The Planning Division and the Planning Board participated in the review of two Developments of Regional Impact (DRI) located in the Town of Pembroke: an application by Continental Paving to construct an asphalt plant off North Pembroke Road and an application by FL Merrill Construction for blasting and construction of an office building on Silver Hills Drive. The Planning Division has worked in coordination with consultants at Emery&Garrett Groundwater, Inc., to develop recommendations to protect groundwater for the Pembroke Planning Board as both projects are located adjacent to the City of Concord's Pembroke Wellhead Protection area. The review of the FL Merrill application will continue into 2012.
- The Planning Division continued to provide assistance in the City's defense against Tropic Star Development, LLC in their challenge of the constitutionality of the City's Zoning Ordinance and issues raised with regard to an anticipated re-subdivision of land.

- The Planning Division continued to assist the Conservation Commission with its land protection initiatives and open space management program including the acquisition and/or protection of approximately 125 acres of land; the maintenance of a dialogue with the owners of other parcels of interest to the Commission and contracting for appraisal services on specified parcels; the negotiation of a new agricultural lease on the former Gold Star land; working with the Police Department relative to vandalism and illegal vehicle use on open space land, and with the General Services Department to complete some repairs and restoration and the planting of street trees.
- Pursuant to CIP #506, Historical Surveys, the Planning Division assisted the Heritage Commission in preparing and filing a Certified Local Government (CLG) Grant to conduct a survey of the City's historic 19th century manufacturing facilities and related historic resources along the South Main Street corridor. The grant was awarded, the funds appropriated, and the Division prepared a request for proposals (RFP), from which a consultant was selected by the Commission to conduct the survey. The resultant inventory of the surveyed properties is available to the public on the Commission's webpage.

Conservation Commission

The Commission purchased a total of 34 acres of land in the City during 2011, as follows:

- The Commission completed the purchase of the Potter/Rainville parcel, consisting of 34 acres of forested land located northerly of Oak Hill Road adjacent to, and expanding, the Oak Hill City Forest. The land was acquired by using \$27,000 from the Conservation Trust Fund, which is a City trust fund that receives 50% of the monies generated from the land use change tax penalties.
- The Commission accepted a donation of 77.25 acres in fee for the Marjory Swope Park and a Conservation Easement on an additional 13.54 acres of land from Concord Steam.
- The Conservation Commission, together with the Five Rivers Conservation Trust, received confirmation of grant funding from the NRCS Farm and Ranchland Protection Program for the purchase of the Triacca property adjacent to Dimond Hill Farm and for the purchase of a conservation easement on Maplewood Farm. The grant program contributes 50% of the purchase price and will provide approximately \$450,000.
- The Commission reviewed wetland permit applications from the New Hampshire Department of Environmental Services, as well as 4 Conditional Use Permit applications submitted to the Planning Board that related to proposed impacts to the wetland, bluff, and shoreland protection buffers.
- The Commission is in the process of establishing a monitoring and stewardship program for City-owned and protected land. An intern, who is now a member of the Conservation Commission, worked for the Commission and completed the monitoring of several Conservation Easements held by the City. Some encroachments were discovered and the Planning Division, in coordination with the Legal Department, is continuing to work with the owners to restore the easement area.

Forestry and Street Tree Program

- The City's consultant forester has submitted a draft of a new Forest Management Plan, which is in the process of being reviewed by the Commission. The forest type maps are still to be submitted.

- A timber sale was conducted on the property formerly owned by the B&M railroad off Elm Street. The timber sale grossed approximately \$19,000. The Forestry Trust Fund contains approximately \$442,800.
- The Trails Committee met monthly to coordinate trail maintenance and construction activities, and various trail improvements were completed on conservation land. Approximately 8 miles of new trails have been established this year, increasing the length of maintained trails to 64 miles.
- A new trail guidebook was issued in September. Five hiking areas were added to the guidebook including: Winant Park, NH Audubon Society, Dimond Hill Farm, Walkers Reserve Subdivision and Healy & Terrill Park. An intern from Plymouth State University assisted the Commission by collecting GPS information used to produce the trail maps.
- The Commission, in coordination with the General Services Department, planted 15 new street trees throughout the City.

FINANCE DEPARTMENT

The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall City mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management, and debt administration and budgeting. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer service and information.

Notable

Office of Management and Budget Division

The Office of Management and Budget (OMB), codified in 2011, provides citywide comprehensive and consistent budgetary and analytical support. As part of OMB's launch, the budgeting process was re-designed for the intended purpose of relieving departments of some budget preparation responsibilities thus allowing them to focus more effort on their mission. The division works closely with all departments to prepare the City's annual budget.

Treasury/Collection Division

The Collection Office processed over 41,000 motor vehicle registrations and the property tax collection rate was 98% for the 2010 tax year. Office hours open to the public were extended by 15 minutes a day allowing the office to stay open until 4:30 PM. The city has maintained a bond rating of AA1 with Moody's and AA with Standard and Poor's. In January 2011, the city sold \$7.6 million in bonds with an average interest rate of 3.23%.

Control and Treasury Division

The City received a Certificate of Achievement for Excellence in Financial Reporting award for the June 30, 2010 CAFR. This certificate of achievement award was presented to the City by the Government Finance Officers Association and is the highest form of recognition in governmental accounting and financial reporting and its attainment represents a significant accomplishment by a government and its management.

Purchasing Division

The Purchasing Division strives to obtain the optimal value for the taxpayer through a process of acquiring goods and services and disposing of surplus personal property that timely meets the needs of city departments in conformance with the City Charter and ordinances, while encouraging competition in a fair, open, ethical and efficient manner.

Working with City staff, the Purchasing Division has successfully negotiated the following contracts:

- a. **Energy Contracts.** Fixed price contracts for the supply of **electricity** for the City's 55 largest accounts have been awarded to Constellation New Energy through 12/31/13. The City's smaller accounts continue to receive electricity supply from Unitil on a default basis. A fixed price contract for the supply of **natural gas** for all accounts has been awarded to Hess through 6/30/14. **Gasoline, diesel fuel, kerosene and #2 fuel oil.** Due to recent market volatility these fuels are all under indexed price contracts, with various vendors, through 6/30/12.
- b. **Energy Improvements.** The City was awarded energy efficiency conservation block grants funded with American Recovery and Reinvestment Act funds by the US Department of Energy and the State of NH Office of Energy and Planning and has implemented the following energy improvements through an Energy Management Services Agreement with Consolidated Edison Solutions, Inc.:
 - a. LED Pedestrian Signals: \$51,940 awarded and supplemented with \$1,603 in City funds to upgrade 158 crosswalk pedestrian signals resulting in an estimated annual savings of 61,180 kWh and an estimated annual reduction of 55,282 lbs in greenhouse gases (CO₂).
 - b. Solar Domestic Hot Water Panels: \$114,880 awarded and supplemented with \$3,797 in utility rebates and \$2,161 in City funds for the installation of solar domestic hot water panels at the Broadway (wall mount), Central (ground mount) and Manor (roof mount) Fire Stations and the Hall Street Wastewater Treatment Facility (wall mount). Annual savings are estimated to be 8,383 kWh of electricity, 6,381 therms of natural gas and an annual reduction in 74,826 lbs in greenhouse gases (CO₂).
 - c. Lighting Fixture Upgrades: \$203,800 awarded and supplemented with \$21,180 in utility rebates and \$15,857 in City funds for the upgrade of lighting fixtures in most City facilities. Annual savings are estimated to be 243,573 kWh of electricity and an annual reduction of 220,093 lbs of greenhouse gases (CO₂).
 - d. Anti-Idling Devices: Awarded \$3,752 for the installation of anti-idling devices in 8 city vehicles with annual savings estimated to be 3,000 gallons of gasoline and an annual reduction of 32,378 lbs of greenhouse gases (CO₂).

Additional City funded improvements are currently being reviewed.

The Controller and Purchasing Manager:

1. Continue to serve as members of the City's Enterprise Resource Planning (ERP) System Steering Committee; and

2. Are the leaders of the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and upgrade services.

The Control Division's Fiscal Supervisor and Fiscal Technician II in coordination with the Purchasing Division's Purchasing Manager and Purchasing Agent, with the assistance of the Personnel Department's Safety and Training Coordinator, continue to train new and existing City staff on current accounts payable and purchasing policies and procedures and the use of the City's financial management software (Logos).

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) Department supports the City by dependably and securely delivering technology services to meet the business needs of City Departments and their customers, the City residents. The Department is tasked with balancing the advantages and efficiencies of new technology, the ever escalating threats to security, and the need to minimize cost.

Notable

- Completed the Desktop Windows 7 rollout of computer replacements.
- Replaced antivirus and spyware systems with state of the art protection.
- Installed Video training system for all employees.
- Assisted in the re-organization of the Parks and Recreation Department.
- Researched and assessed improved website, for rollout in FY 2013.

FIRE DEPARTMENT

The mission of the Concord Fire Department is to protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction and education. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and twenty other communities comprising the Capital Area Mutual Aid Fire Compact. The center also dispatches two private ambulances and the Central New Hampshire Haz Mat Team. The Department also maintains the City's municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

Notable

Administration

- Coordinated and delivered the promotional process for the rank of Fire Captain.
- Conducted a selection process for a Fire Dispatcher position.
- Conducted a selection process for the position of Deputy Fire Chief.
- Implemented a Department reorganization to make maximum use of existing resources. This included the establishment of a Fire Marshal position, the elimination of the Life Safety Officer position, and the movement of the Fire Alarm and Traffic Bureau under the Fire Prevention Bureau for better coordination and customer service.
- Started an Explorer Post for women and men between the ages of 15 and 20 to explore fire and emergency services careers.

- Participated with other City departments in the rollout of the first LEAN process on accounts payable.
- Worked with other City departments and a consultant from the Central New Hampshire Regional Planning Commission to revise the City's Hazard Mitigation Plan.
- Worked with the Capital Area Mutual Aid Fire Compact to obtain grant funding for a communications and training plan to provide full interoperability with the Lakes Region Communications Center.
- All stations received upgrades to kitchens and flooring.

Fire, Emergency Medical Services, Training, and Special Operations Activities

- Acquired several structures on the Sanel Block, the Kimball School site, and Banks Chevrolet for training in practical skills.
- Acquired three large metal storage containers for use as a live fire training prop.
- Multiple alarm fires occurred on Curtisville Road, Perley Street, Centre Street, and the Friendly Kitchen on Montgomery Street.
- All officers completed a leadership assessment tool and a three hour class on effective leadership.
- All officers completed a full day seminar on fire fighter safety and risk management taught by one of the preeminent authorities on fire fighter safety.
- Three students from the New Hampshire Technical Institute paramedic program completed a field preceptorship experience with the Department.
- Participated in a major emergency exercise with law enforcement agencies, the National Guard, and the New Hampshire Medical Strike Force on the National Guard Campus.
- Participated with the Capital Area Public Health Network in a sheltering effort during a major summer heat wave.

Fire Prevention and Safety Initiatives

- Fire Prevention staff worked very closely with the Concord School District in reviewing plans for new school buildings
- Fire Prevention staff members attended a one week seminar on new advances in fire investigations.

SERVICE INDICATORS	2009	2010	2011
1. Total Emergency Calls for Service	7,319	6,882	7,327
a. EMS Calls	4,605	4,227	4,740
b. Haz-Mat	86	91	77
c. Residential Structure fires	57	42	53
d. Commercial Structure fires	17	20	17
2. Percent EMS Response within 5 minutes	82	70	65
3. Percent Fire Response within 5 minutes	74	77	61
4. Quick Access Plans Completed	24	56	80
5. Fire Safety Inspections Completed	1,999	1,777	1,317
6. Alarm Systems Monitored	543	543	539
Master Box plug in/plug out	135	215	145

GENERAL SERVICES DEPARTMENT

The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, ice arena, and motor fleet.

Notable

Highway and Utilities

- Corrected 95% of any hazardous pavement or sign conditions within a 24-hour period.
- Responded to 100% of water line leaks within one hour of notification.
- Respond to 100% of sewer line blockages within one hour of notification
- Replaced more than 17 outdated hydrants and 28 service valves as budgeted in Capital Outlay.
- Completed video inspection and completed repairs of identified sewage and drainage problems one year in advance of the roadway pavement management program.
- Repaired and returned to service damaged fire hydrants within five working days of notification.
- Completed the Shim/Overlay Project (CIP #80) as approved in the FY 2010 budget.
- Implemented a plan to paint the crosswalks and stop bars with City personnel.
- Actively participated with the New World Systems ERP Logos Core Team regarding implementation and continued participation in the Work Order module development.
- With the second snowiest January/February on record, the Division was able to stay within the approved FY 2011 budget.

Public Properties

- Respond to all emergency work orders within two hours of notification. Examples of emergencies included: roof leaks at City Hall, steam heating issue at the Audi on a weekend and alarm activations.
- Continued to track emergency, routine, and preventive maintenance work done by the division using the COGZ Maintenance Management System.
- Staff continues to work with New Hampshire Fish and Game concerning mowing at the Concord Airport. Mowing operations occurred in June, September and October. Staff assumed responsibility of performing mowing activities utilizing existing department assets.
- Staff met with New Hampshire Fish and Game (NHFG) Biologist in October prior to the last mowing to confirm area to be cut and that all markers were placed. Staff also cut the properties on Greely Street that the City acquired.
- Public Properties continues snow operations at the airport as outlined in the Concord Airport Snow Removal Standard Operating Procedure.
- Staff assisted in activities, provided the materials, and supervised volunteers in the annual Audi "Pitch-In".
- Staff assisted the with the following projects this year: Audi window replacement; Main Library automatic door refurbishment; boiler replacement at Human Services; Softball A at Memorial Field dugout demolition including installation of new concrete pads and moving of electric service.
- Installed a new service entrance to the Press Box on Softball Field "A".
- Installed new A/C units at West Street Ward House.

- Installed a new service entrance at the Rolfe Park pump house.
- Supervised the installation of the new exterior windows at the City Auditorium.

Equipment Services

- Updated and completed Annual Fleet Maintenance Report.
- Maintained the number of road service calls at current levels.
- Maintained scheduled maintenance work orders at better than 50%.
- Updated and conducted annual customer satisfaction survey.
- Continued office staff training in Computerized Fleet Analysis and technician training in fire equipment maintenance and repair.
- Continued to promote the anti-idling policy with reminders at staff meetings and vehicle operator training sessions.
- Continued providing training and educational opportunities to the Concord High School and Regional Technology Center. Hosted three student interns and foster their educational and vocational development.
- Continued reducing obsolete inventory, with the ultimate goal of eliminating all obsolete items from the fleet replacement parts inventory.
- Procured and installed anti-idling technology made available through a FY 2010 grant award on five City-owned vehicles. Developed a program to measure effectiveness of technology relative to general vehicle operations and serviceability, as well as estimated projected fuel savings.
- Continued to successfully implement the City's Commercial Driver's License Drug and Alcohol Testing Program including programmatic awareness training of all employees who are required to possess a current Commercial Driver's License, and managing the drug and alcohol testing program.
- Continued to actively participate in the Granite State Clean Cities Coalition as a Stakeholder.
- Continued to actively participate with the City's Internal Energy Conservation Committee relative to alternative fuels, and vehicular fuel conservation practices.
- Participated actively in the Motor Fuel Users sub-committee.
- Performed facilities Safety & Health Inspection and had deficiencies corrected.
- Oversaw the repair of the fuel island canopy support columns.
- Wrote a Request for Proposal for the Fuel Station Refurbishment project.
- Successfully utilized inmate labor from the Merrimack County House of Corrections for selected activities.

Wastewater

- There have been 4 exceedances reported for the Hall Street Wastewater Treatment Facility (WWTF) and 1 exceedance for the Penacook WWTF.
- Staff continued updating the system as new equipment was placed in service. Maintenance procedures were reviewed on an on-going basis and new tasks were added to the system as they are identified.
- The Division continued monitoring processes, equipment and buildings to ensure that energy consumption was minimized while meeting process requirements.

- Completed design of the next phase of recommended odor control improvements at the Hall Street WWTF.
- The final scope of work for the SCADA system improvements was developed.
- Replaced one of two utility water pumps at the Hall Street Wastewater Treatment Facility.
- Removed two concrete bridge structures at the Penacook Wastewater Treatment Facility due to structural deficiencies.
- Drained, cleaned, and inspected Sequencing Batch Reactor #2 at the Penacook Wastewater Treatment Facility.
- Installed a new waste activated sludge line at the Hall Street Wastewater Treatment Facility.
- Completed recruitment for vacant Wastewater Operations Supervisor position.
- Assisted the Town of Bow with wiring and installation of a temporary generator set at the Route 3A Pump Station.
- Annual NPDES compliance inspections conducted by the NH Department of Environmental Services for both Wastewater Treatment Facilities resulted in positive reports with no noted deficiencies or recommendations.

Water

- Did not exceed the Maximum Contaminant Limit level(s) of the Safe Drinking Water Act requirements.
- Completed the capital project to repair the concrete in the sedimentation basin and equipment as recommended in the Water Master Plan, Phase II.
- Met the conditions of the Federal ARRA funding requirements to replace the water filter wash water pumps as recommended in the Water Master Plan, Phase II.
- Continued with the planned upgrades to the Water Treatment Plant SCADA system. Improved system allows for better control and operation of the water pump station and water plant.
- Staff continued expanding the computerized maintenance system for the water treatment plant and pump stations with over 200 pieces of equipment now being monitored.
- The City received the New England Water Work Association 2010 Water Utility of the Year Award.
- Completed reorganization with new Maintenance Supervisor Position.
- Continued to successfully utilize Merrimack County Correctional System day labor force at the Water Treatment plant for janitorial and similar routine activities.
- Reduced electricity consumption with the replacement of old pump motors with new energy efficient motors.
- Joined the Northeast Merrimack Valley Consortium to purchase bulk chemical.
- Reduced wasting treated water into sewer by extending water filter runs.
- Reduced gasoline consumption by optimizing sample collecting routes.
- Trimmed chemical used by adjusting dosing targets and improved daily chemical monitoring.

HUMAN SERVICES DEPARTMENT

The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

Notable

- Concord Human Services was able to send 40 boys and girls to summer camps through the generosity of NH Charitable Foundation and Concord Junior Service League.
- Area boys were also provided with camp necessities from the Everett Weir Abbot Fund through NH Charitable Foundation. Human Services partnered with Concord Recreation, Police and Fire Departments.
- Concord Human Services Director served as the agency coordinator for the Capital Region Food Program Holiday Food Basket Project, serving 1307 families from Concord and Penacook.
- Generous agencies, churches, businesses, City Departments and individuals helped Concord Human Services provide Christmas toys to 122 children.
- Thanksgiving baskets donated by ASA Sanel employees and the Angwin family, formerly students from Bishop Brady, were provided to 82 families.
- Members of Temple Beth Jacob continued to provide dried goods, chicken and meat for our food pantry all year long and the Capital Region Food Program provided a monthly distribution of food staples so that we could issue food baskets. Immaculate Heart of Mary donates diapers and other non-food items.
- The VFW Ladies Auxiliary provided school backpacks to 25 children through Concord Human Services.
- Director served on the statewide NH Refugee Advisory Council that meets every other month, sharing reports and providing cultural education on our newest arrivals.
- Concord Human Services staff worked with 3,650 appointments and walk-ins, including 248 homeless or at risk of being homeless families and individuals, and had a caseload of 810 separate households.

LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to ensure that all actions of the City are within the powers granted to it by the legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

Notable

- In 2010, the Solicitor's office, through the efforts of the Deputy City Solicitor and the City's Paralegal, defended the City's interest in the Tanguay Homes, LLC Bankruptcy proceeding in the United States Bankruptcy Court for the District of New Hampshire. As a result of this bankruptcy litigation, the City was awarded in excess of \$1.2 million dollars in past tax revenue and unpaid utility costs.

- In February of 2011, the Solicitor's office received a favorable decision in the Wal-Mart and Sam's Club tax abatement cases for tax years 2006, 2007 and 2008, before the Board of Tax and Land Appeals, giving the City in excess of \$1 million dollars in tax revenue.
- In 2010, the Prosecutor's office continues to maintain, expand and improve the Mediation Program for Motor Vehicle cases to reduce the need for police officers to report to court to testify, thereby reducing overall police witness fees. Through March 2011, the department successfully negotiated 296 cases out of 364 who appeared for mediation; a success rate of 81%.

<u>SERVICE INDICATORS</u>	<u>Actual 2009</u>	<u>Actual 2010</u>	<u>Actual 2011</u>	<u>Estimated 2012</u>
1. Tax Lien Mortgages (Research at Registry)	668	700	651	700
2. Tax Deed-Mortgages (Research at Registry)	125	150	143	150
3. Tax Title Searches for Property to be Deeded	65	55	43	45
4. City Dept/Board Requests for Legal Services	1,758	1,800	1,985	2,000
5. Bankruptcy Matters (Claims/Monitoring)	75	78	58	60
6. Title searches for property acquisition and sales; lot consolidations; deeds reviewed/prepared	150	180	135	125
7. Administer financial guarantees for city projects and developments	310	318	289	250
8. Pending Civil Litigation Cases	16	13	3	6
9. Pending Tax Abatement Cases	26	39	65	60
10. Concord Criminal Dispositions and Hearings	20,781	19,713	16,939	16,000
11. Loudon Criminal Dispositions and Hearings	1,585	1,485	1,392	1,150
12. Bow Criminal Dispositions and Hearings	1,218	1,347	1,372	1,800
13. Bow Juvenile Dispositions and Hearings	37	50	33	22
14. Dunbarton Criminal Dispositions and Hearings	124	103	135	180
15. Concord Juvenile Dispositions and Hearings	1,687	1,590	1,438	1,600
16. Loudon Juvenile Dispositions and Hearings	36	27	26	35
17. Concord Administrative License Suspensions	182	169	129	120
18. Bow Administrative License Suspensions	49	40	34	28
19. Dunbarton Administrative License Suspensions	12	1	8	5
20. Loudon Administrative License Suspensions	18	24	19	20
21. Concord Code Enforcement	68	176	37	80
22. Other (MCPTS or NHDTF)		28	17	25

LIBRARY DEPARTMENT

Mission: The Concord Public Library connects individuals with resources in order to enhance lives and build community.

Vision: The Concord Public Library will be a dynamic place, promoting the love of knowledge and the joy of reading.

Notable

- Supported the 21st Century Library Task Force per City Council priorities. The final report of the Library Task Force was presented to City Council in January. The Council accepted the report, and the work of the Task Force was complete.

- Maintained community awareness of Library hours, resources, services and programming. Library staff maintained a broad approach to informing the community about the Library throughout the year. On a regular basis, staff submitted publicity to area outlets for Library programs and Library hours, and they submitted book reviews and program information to *The Insider*. Staff invested significant time into the Library's web page and *CPL News* to provide up-to-date information about events and services. Staff represented the Library at community events. Inside the Library, posters, bibliographies, handouts and displays were used. The Library received a grant from the Concord Public Library Foundation for six *Concord Monitor* ads to help keep the public informed about the Library. An RSS feed and a listserv for Library patrons to subscribe to in order to receive information about programs and other Library services were initiated. Also offered this year was a mobile application for the Library catalog that also contains links to Library hours and events. Library staff is researching social media in anticipation of expanding this method of communicating to the community about the Library. The Adult Services staff proactively discussed the reorganization of the Reference and Circulation services into a single service point with patrons to keep them informed.
- Reviewed the spending plan for Library materials (the distribution of funds across subject matters and formats) to make the best use of reduced funding in meeting community needs. Staff collected data and evaluated the spending plan in light of circulation statistics, shelf space allotment, and collection development standards. As a result, some changes were made to the plan to improve the Library's ability to meet the community's needs.
- Digitized historical photos of Concord, utilizing volunteers. After previewing the Past Perfect software, staff purchased and installed the software. A summer intern began the scanning of historical photographs. The goal is to make the photos available on the Library's web page.
- Provided all staff with two in-service training workshops. One training session was on the Library's automation system, customized to the needs of the individual employee. The second training session was on team building.
- Continued to seek additional funding from outside sources to supplement the Library's budget for a total of \$34,703.66:
 - Grant from the Alice J. Reen Charitable Trust for the purchase of a new book return bin and for Library materials (\$8,850).
 - Grant from the Concord Public Library Foundation for programming, staff/volunteer support, marketing, a projector and movie performance license, and a bench in honor of Mary MacNeil (\$10,790).
 - Additional gift to the William J. & Josephine Dane Trust for Library materials related to the visual arts (\$10,000).
 - The "Save the Magazines and Newspapers" program, again this year, supported over 40 subscriptions (\$1,731.19).
 - Other gifts totaled \$3,332.47.
- Continued to re-energize the Library's volunteer program. In FY 2010, volunteer hours totaled 1,284. Volunteer hours in FY 2011 almost doubled, to a total of 2,520 hours.
- Implemented several customer service enhancements to better meet the needs of the community and to make the Library more user-friendly:
 - All Library materials, including new books (with the exception of magazines), can now be renewed.
 - There is access to the Internet via WiFi at the Penacook Branch Library (in addition to the public workstation there).
 - Courtesy notices are now e-mailed to Library users two days before library materials are due as a reminder.
 - Items on the shelf, in addition to items checked out, can now be reserved.

- Fines were reduced for overdue films.
- Library staff, plus staff from Public Properties and Information Technology, worked in the spring on a significant renovation project at the Library to meet some of the needs articulated in the 2007 Needs Assessment Report. More public PCs were added. An office was converted to a small meeting space. An area for teens was created with public Internet workstations. Office space on the 2nd floor was converted to programming space for the Children's Room staff. Audio-visual materials were consolidated on the Main Floor. A lounge area/café space was created on the lower level.

Service Indicators	<u>Actual</u> <u>FY2009</u>	<u>Actual</u> <u>FY2010</u>	<u>Actual</u> <u>FY2011</u>
1. Circulation			
Main Adult	192,216	185,044	176,750
Main Children's	115,541	103,657	92,558
Main Total	307,757	288,701	269,308
Penacook Branch	11,399	8,418	7,142
Audio & E-book Downloads	3,415	5,011	7,335
Total	322,571	302,130	276,450
2. Traffic Count			
Main Library	239,160	220,805	205,881
Penacook Branch			3,497
3. Online Services			
Catalog searches	877,821	598,824	594,402
Database searches	98,655	110,022	76,372
4. Programs/Attendance			
Main Adult Programs	12	16	23
Main Adult Attendance	288	418	549
Concord Reads Programs	6	17	6
Concord Reads Attendance	1,025	765	108
Main CR Programs	131	176	173
Main CR Attendance	4,164	5,101	4,732
Pen Branch Programs	7	3	8
Pen Branch Attendance	146	66	87
Total programs	156	212	204
Total attendance	5,623	6,350	5,368
5. PC/Internet Use Hours			
Main Adult	25,517	25,103	23,355
Main Children's	6,618	6,671	6,423
Penacook Branch	497	246	168
Total	32,632	32,020	29,946
6. Reference Transactions			
Total	74,646	63,232	67,899
7. Volunteers			
Hours	607	1,284	2,520
8. Interlibrary Loans			
Lent	2,629	2,553	2,507
Borrowed	2,440	2,274	2,273

HUMAN RESOURCES DEPARTMENT

The Human Resources Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

Notable

- Processed 1,166 Personnel actions.
- Provided leave administration services and consulted with City departments for 27 short-term disability, 4 long-term disability claims and 88 worker's compensation claims, 11 of which were considered lost time.
- The worker's compensation Loss Ratio Adjustment Factor was 0.66 for FY11.
- Reviewed and documented 152 City Supervisory Accident/Loss reports for committee review. Other Joint Loss Management Committee (JLMC) highlights include:
 - The JLMC applied for and received a \$10,000 grant from Primex for purchasing safety related equipment, training, or other safety related items aimed at reducing workers' compensation claims and endorsed by the JLMC.
 - JLMC Health and Safety Survey: The JLMC developed and conducted a JLMC Health and Safety Survey this year to improve program deliverables.
 - The JLMC continues to work with the City's Safety & Training Coordinator to ensure we actively maintain our Prime status with Primex, the City's worker's compensation and property liability insurance provider. The Prime Program (Primex Recognition of Risk Management Effort, Effectiveness, and Excellence) is designed to assist members to improve risk management performance by establishing, and effectively utilizing, specific Risk Management Best Practices.
- Coordinated forty-six employee training programs including, but not limited to: Confined Space – Hands-on, Performance Evaluation Writing, Conflict Management, Trenching and Work Zone Safety Refresher, Supervisory Academy, Dealing with Difficult Customers, City Purchasing & Accounts Payable Training, Back Injury Prevention, Understanding & Improving Workplace Communications, Time Management, and Hazardous and Toxic Substances. We also conducted new hire orientations and were available to consult on performance improvement plans as needed.
- Other training program highlights include:
 - Over 446 employees received Harassment Prevention training in one of the 19 scheduled trainings.
 - New this year, with the assistance of the Local Government Center, City employees attended Fork Lift Certification Training. This program trained and certified employees in the safe truck operation and maintenance of forklifts.
- The department coordinated the annual Beneflex open enrollment for employees and retirees. The department successfully enrolled 421 employees processing 337 benefit changes.
- For the first time in the history of the program, overall Wellflex Employee participation rates reached 84%. 215 individuals have participated in the Health Care Consumerism

workshop. In total, 748 individuals attended an education session sponsored by this program. 72 individuals completed all wellness program requirements. 382 individuals completed at least one component of the program earning partial credit.

- Wellflex program activities and accomplishments:
 - ❖ 25 education sessions, 5 exercise programs and 9 awareness campaigns were conducted.
 - ❖ Held our first annual wellness fair with over 150 in attendance.
 - ❖ Offered expanded educational workshops to over 450 participants in areas such as Summertime Cooking, Fitting Fitness into Your Life, Colon Cancer, Diabetes, Holiday Stress Busters, Heart Health, Intuitive Eating, Credit and Debt, and Healthcare Consumerism.
 - ❖ Coordinated City-wide participation in the Fall into Winter program and Step into Spring program.
 - ❖ Offered numerous on site exercise programs such as Yoga, Core Strengthening, Tai Chi, Fall into Winter and Step into Spring.
 - ❖ Offered free flu shot clinics for all employee, retirees, and eligible spouses.
 - ❖ Participated in the American Heart Association's Wear Red Day.
- The Human Resources Department coordinated 48 separate recruitments during the fiscal year.
- The turnover rate for this time period was 3.5%.
- The department participated in ongoing evaluation working towards implementation of the Enterprise Resource System (ERP) from New World Systems.

POLICE DEPARTMENT

The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Notable

FY 2011 GOAL STATUS

1. Continue a comprehensive citywide traffic enforcement strategy in order to continue and institutionalize behavior change by motorists and make the streets safer for motorists, pedestrians and bicyclists alike through the following strategies.
 - a. If resources permit, maintain the Traffic Enforcement Unit assignment of one officer. Absent this assignment, continue to make traffic enforcement efforts an important part of the regular assignment for all patrol officers.

Status: The Department was able to maintain one officer assigned to the Traffic Enforcement Unit during this fiscal year. This officer continues to provide enhanced enforcement and educational efforts designed to help supplement the Department's commitment towards making the City's roadways safer for all. During FY 2011, the Department took a total of 15,249 motor vehicle enforcement actions which included 11,264 warnings and 3,985 citations being issued. The Traffic Enforcement Unit contributed approximately 8% of this total. Throughout the fiscal year, the officer assigned to the Traffic Enforcement Unit participated in a number of campaigns geared at making the streets of Concord safer for all. This officer was also active in the City's Traffic Operations Committee, and participated in many grant funded initiatives geared

towards roadway safety. The Traffic Enforcement Unit has received high praise from many within the community including the members of the TOC as well as representatives from the NH Highway Safety Agency.

- b. Strive to maintain DWI arrests at FY 2010 levels. Utilize any available grant opportunities to focus specific enforcement resources on DWI apprehension.
Status: During FY 2011, the Department made 139 DWI arrests. During the same period last year the Department made 146 DWI arrests. Although the total number of arrests is down slightly from last year, the Department maintains a focus on removing impaired drivers from the City's roadways. In addition to Patrol Officers maintaining a watch for impaired drivers, the Department is also involved in grant funded and multi-agency initiatives to combat DWI. These initiatives include City-wide DWI Patrols, DWI Hunter Patrols, and participation in the Merrimack County DUI Task Force. This Task Force conducted a total of 12 sobriety checkpoints in Concord and the surrounding towns during the spring and summer months. Sobriety Checkpoints have been shown to be one of the most effective means of deterring and detecting impaired drivers.
- c. Continue to utilize uniformed patrol staff to identify neighborhood traffic issues where enforcement activities can reduce dangerous and illegal behavior.
Status: Officers are encouraged to address all traffic issues that are identified within their sector. Additional resources through Engineering and other City Departments are also available to help address issues as they arise. Working in conjunction with the Traffic Enforcement unit these efforts will continue to enhance the Department's ability to change motorist's behavior resulting in safer roadways.
- d. Reduce the number of Personal Injury accidents in the City of Concord from 2010 levels by 10% by focusing enforcement action on the areas most susceptible to this type of collision. Specific attention should be given to the Manchester Street, Loudon Road, Pleasant Street and Route 3 corridors.
Status: During FY 2011 the Department responded to 1,274 reportable accidents city-wide. Of this number, 283 involved personal injury. During the same period last year the Department responded to 1,294 reportable accidents, of which 278 involved personal injury.

Table on following page.

The following table documents accidents and enforcement activity along Loudon Road, Manchester Street, Pleasant Street, and the Route 3 corridor during FY 2011 compared with the same time frame in FY 2010.

	Loudon Rd	Manchester St	Pleasant St	Route 3
Total Accidents	<i>264</i>	<i>61</i>	<i>56</i>	<i>140</i>
FY 11				
Accidents involving injury	<i>64</i>	<i>20</i>	<i>13</i>	<i>30</i>
Total Accidents	<i>304</i>	<i>50</i>	<i>81</i>	<i>139</i>
FY 10				
Accidents involving injury	<i>68</i>	<i>15</i>	<i>12</i>	<i>41</i>
	Loudon Rd	Manchester St	Pleasant St	Route 3
Traffic Enforcement (FY 2011)	<i>2821</i>	<i>810</i>	<i>415</i>	<i>1975</i>
Traffic Enforcement (FY 2010)	<i>3134</i>	<i>703</i>	<i>481</i>	<i>2170</i>
% increase/decrease	<i>-10.0%</i>	<i>+15.2%</i>	<i>-13.7%</i>	<i>-9.0%</i>

2. Maintain dedicated Police preventative patrols at seven per shift in Parks, Downtown, Penacook or other areas susceptible to criminal activity.
Status: During FY 2011 the Department conducted 7,212 preventative patrols accounting for 2,340 personnel hours. This averages to 6.6 preventative patrols per shift.
3. Attain 100% staffing levels of all funded positions by the end of calendar year 2010.
Status: In December 2010, City Council approved funding through COPS grants for three police officer positions. This COPS funding will be utilized to fund one unfunded position in the FY11 budget and also add two more sworn positions to the total number of sworn personnel allocated for the police department bringing the total sworn force strength to 84. At the end of FY 2011 the Department had 4 funded positions that remained vacant. During this year the Department hired 6 new officers, however retirements during the year

have not allowed for the Department to reach full staff. A hiring process was initiated in May of 2011 and two additional officers were hired from this list of candidates.

4. Attain at least a 90% clearance rate for Part I Crime.
Status: During FY 2011, a total of 12% of Part 1 crime investigations remain open. The remainder of Part 1 crime investigations for the fiscal year resulted in 30% cleared by arrest, 32% suspended, 25% administratively closed, and 0.3% unfounded or no crime involved.
5. Conduct an assessment of the STOP (Sex Offender Tracking and Observation Program) to ensure that police resources are being used efficiently to ensure that the goals of a zero tolerance enforcement policy on violations are being met.
Status: The Department's sex offender management program is coordinated through the Criminal Investigations Division whereby two detectives perform duties in ensuring the compliance of all sex offenders registered within the City. At this time the number of registered sex offenders in Concord is approximately 180. Each of these offenders has registration requirements which must be met and the Department is committed to holding all registered sex offenders responsible for meeting their requirements. To this end a zero tolerance policy on violations has been taken. During FY 2011 the Department conducted 630 STOP Checks and 1,061 Sex Offender Registrations. During this fiscal year 13 individuals have been arrested for failing to comply with their registration requirements. The Department places a high priority in maintaining an effective strategy to manage and oversee the sex offender population in the City. The Department's approach has been duplicated in a number of other communities throughout the state.
6. In conjunction with the City Public Safety Board, review and revise the 2003 Police Department Strategic Plan.
Status: The newly revised Police Department Strategic Plan was completed and is currently in place. This plan will serve as a guide for the Department as we move through the next five years.
7. Conduct a police vehicle fleet acquisition and management review with the Finance and General Services Departments. Topics to be reviewed should include but not be limited to purchase vs. Lease, recycling patrol vehicles to unmarked vehicles vs. buying new and any other relevant issue.
Status: Discussions with the Deputy City Manager-Finance and the Police Command Staff led to a decision to continue with the purchase program in FY11 as has been done in previous years. A further examination of this topic will be conducted in FY12.
8. Monitor, report upon and pursue all grant opportunities under the American Reinvestment and Recovery Act (ARRA) and any other program for which the City may be eligible. Take appropriate steps to increase eligibility by working with the State of New Hampshire and other agencies to insure the City is not unwittingly barred from eligibility for current and future programs. Understand and execute all related grant activities and requirements in accordance with ARRA or grantor terms, including transparency.
Status: The Department continues to manage two grants funded through the 2009 Recovery Act. These include the 2009 Recovery Act JAG Grant and the 2009 COPS Hiring Recovery Program Grant. The Department has expended all of its funds through the Recovery Act JAG Grant, however the grant is still active as the Department is serving as

the fiscal agent for this grant which includes five other sub-recipients. Currently one officer position is still being funded through the 2009 COPS Hiring Recovery Act Grant. This position will continue to be funded through this grant for another two years, after which the Department will have to incorporate the cost of this position in its annual budget.

The Department has also been awarded two additional police officer positions through the 2010 COPS Hiring Recovery Program. This funding was made available to the City after a federal review of the award process for the 2009 COPS Hiring Recovery Program revealed that the City of Concord should have been awarded funding for the two additional police officer positions. The award amount for these two positions totals \$460,270, which covers three years funding for the salary and benefits for two entry level police officers. A requirement of the grant is that the City funds these positions for a minimum of 12 months following the completion of the grant period. Both of these police officer positions have been filled and the two officers are currently in Field Training.

In addition to Recovery Act Grant Funding, the Department has been awarded funding of \$270,135 through the 2010 COPS Hiring Program to fund a full time police officer position for a period of one year. As with the Recovery Act grants, a requirement of this grant is that the City fund this position for a minimum of 12 months following the end of the grant award period. This position has been filled and the officer is currently attending the NH Police Academy.

Grants obtained through the 2009 and 2010 Justice Assistance Grant, Ballistic Vest Partnership, NH Highway Safety Grant Funding, and Enforcing Underage Drinking Laws funding are currently being maintained in addition to the grants mentioned above. The Department's Planning and Analysis Unit, working in conjunction with the City's Office of Management and Budget and Finance Department, has ensured that all reporting requirements are met in accordance with the conditions of each individual grantor.

The Department has also recently received notice in June of 2011 that \$35,134 has been awarded through the 2011 Justice Assistance Grant Program. It is anticipated that these funds will be utilized to purchase police equipment, enhance technologies, and provide funding for enhanced training of personnel.

In addition, all possible future grant opportunities are being explored to determine their applicability to the Department and whether further action is warranted. A number of grant solicitations are expected during the upcoming months and the Department will remain vigilant in seeking out funding through these grants in order to further the Department's goals.

FY 2011 ADDITIONAL ACCOMPLISHMENTS

- The Concord Police Department in conjunction with the Merrimack County Sheriff's Office applied for and received grant funds through the Department of Justice – Edward Byrne Memorial Justice Assistance Grant Program. The entire Grant was for \$39,643 of which the Concord Police Department will receive \$34,643 to be used for police service enhancements and technology upgrades.

- On October 1, 2010 the Concord Police Department was awarded a grant of \$460,270 through the COPS Hiring Recovery Program to fund two entry level police officer positions, both salary and benefits, for a period of three years. As of the end of January of 2011 both of these positions have been filled. In addition, the Department was awarded a grant of \$230,135 through the COPS Hiring Program to fund one entry level police officer position, both salary and benefits, for a period of three years. This position has also been filled as of the end of January 2011. These grant funds will aid the Department in promoting and implementing its Community Policing Initiatives, and comes at a period of time when budgetary constraints face the entire City.
- During the beginning of the 2010/2011 school year, the Department participated in an initiative focused on enforcing school bus violations and addressing the safety of children while loading, riding, and unloading on school buses. Overtime patrols focusing on these areas were funded by the NH Highway Safety Agency and occurred in the Concord/Penacook area for both the Concord School District and Merrimack Valley School District. Also taking a proactive role in this initiative was the Department's Traffic Enforcement Unit.
- The Concord Police Department continues to be in the forefront in addressing computer and internet crime, especially crimes against children. The Department plays an active role in the New Hampshire Internet Crimes Against Children (ICAC) Task Force and has developed a state of the art electronic forensic lab complete with computer and cell phone analysis equipment. All of the training and forensic equipment has been obtained through federal funding. Since the beginning of this fiscal year, the CPD Computer Crimes Unit has been involved in numerous investigations and has provided technical expertise to other agencies including the US Attorney's Office, NH Attorney General's Office, Merrimack County Attorney's Office, NH State Police, NH Probation Parole, Merrimack County Sheriff's Office, Pembroke Police Department, Henniker Police Department, Nashua Police Department, Conway Police Department and Peterborough Police Department. The forensic examinations that have been conducted include crimes involving Child Pornography, Child Molestation, Computer Harassment, Identity Theft, Financial Crimes, and Counterfeiting.
- The Criminal Investigations Division was instrumental in the adoption of a Pawn Ordinance by the City. This ordinance requires the collection of identifying information from those who pawn items and requires that this information must then be forwarded to the Police Department. This ordinance has already proven to be a great asset in resolving property crimes that occur not only in Concord, but also other jurisdictions.
- The Criminal Investigations Division continues to work on implementing a homeless tracking program. This program will assist the Department in identifying homeless persons, investigating crimes involving homeless as both victims and suspects, and help address the needs of the homeless population.
- The Department's aggressive stance in gathering gang related intelligence continues to provide huge dividends in reducing gang related incidents in the City. The Department's Youth Services Division maintains information on gangs and gang members in the City and aggressively focuses on enforcing any criminal acts which may be committed by these gangs. This aggressive approach has resulted in dismantling the structure of local gangs with the hope of the gang disbanding.
- The Concord Police Department was awarded \$15,371 in grant funding from the NH Department of Justice – Enforcing Underage Drinking Laws program. This program allows the Concord Police Department to implement various strategies of combating the underage drinking issue in the City. Grant funds have been used to conduct compliance checks, surveillance at retail stores for underage persons trying to purchase alcohol, ID checks at on-sale establishments, as well as various patrols in the City targeting underage

drinking. This grant also helped fund the Concord Youth 2 Youth Program designed to address substance abuse issues facing Concord's youth.

- The Concord Police Department received grants through the New Hampshire Highway Safety Agency to conduct enhanced enforcement patrols during the summer of 2010. These patrols centered on increased enforcement activity on Loudon Road, downtown pedestrian safety patrols, underage seatbelt usage patrols, and DWI patrols. The Department continues to play an active role in the Merrimack County DUI Task Force. This Task Force conducted 12 DUI Sobriety Checkpoints in the area, including 2 in Concord during the summer of 2010. DWI Patrols and DUI Sobriety Checkpoints are two of the programs the Department is involved with in an effort to remove impaired drivers from the City's roadways. Funding for this Task Force participation is provided by the NH Highway Safety Agency as well.
- In August of 2010 the Community Resources Unit was instrumental in coordinating the National Night Out events held at Rollins Park. National Night Out is geared towards promoting safe communities and bringing neighborhoods together to address safety concerns. The 2010 National Night Out had outstanding attendance and involved the participation of a number of City Departments including: the Police Department, Fire Department, General Services, and Parks and Recreation. In addition, the NH State Police and DHART helicopters took part in the event and were very well received by those attending the event. This year's event also unveiled the Concord Police Department "Badge Ball" tournament. 13 teams participated in this dodge-ball format tournament which raised funds to help defray costs associated with future National Night Out events. The Concord Police Department also received a grant from Target to help defray the costs of the event and donations were also made by other local community organizations and businesses.
- The Concord Police Department Criminal Investigations Division continues to expand its highly successful Loss Prevention / Law Enforcement collaborative effort to combat retail crime. The Concord Police Department is the facilitator in this endeavor to improve the exchange of information between retailers and law enforcement. Currently there are approximately 60 local retailers involved in the Concord collective and this group is networked to similar groups in New England and along the East Coast. The Concord Police Department program has proven to be a model for other agencies which have developed, or are developing, similar programs.
- On July 23, 2010 the Concord Police Department arrested an 18 year old homeless man on the charges of Robbery, Simple Assault, and Contempt of Bail X2. During this incident a 17 and 18 year old male were robbed at knifepoint. The suspect was arrested by Patrol Units shortly following the robbery occurring.
- On July 30, 2010 the Concord Police Department, Youth Services Unit, arrested a 25 year old Concord man on charges of Aggravated Felonious Sexual Assault and Felonious Sexual Assault. The victim in this case was a three year old juvenile.
- On August 25, 2010 the Concord Police Department, with the assistance of the U.S. Marshall's Office, arrested two Concord residents and a Loudon resident after lengthy investigations into illegal drug sales. These arrests included a 33 year old Concord woman charged with Sale of a Controlled Drug X 4 and Criminal Liability for the Conduct of Another, and a 28 year old Concord man charged with Sale of a Controlled Drug. Both of these individuals are alleged to have sold heroin, with the sales occurring in a school zone. Additionally, a 48 year old Loudon man was charged with Sale of a Controlled Drug X 2 (Oxycodone)
- On August 26, 2010 members of the Department's Drug Enforcement Unit, with the assistance of the Patrol Division, arrested two Concord men for their involvement in illegal drug activity. Charges against the individuals included Attempted Sale of a Controlled

Drug (Oxycontin), Possession of a Controlled Drug with Intent to Distribute (Oxycontin), Transportation of a Controlled Drug (Oxycontin) and Theft.

- On August 19, 2010 the Criminal Investigations Division arrested a 43 year old Concord resident after a lengthy burglary investigation. This individual was accused of committing a burglary that had occurred at the Rte. 106 Shell Station wherein a large amount of cash had been stolen. While executing a search warrant at the suspect's residence illegal prescription drugs and marijuana were also located.
- On August 8, 2010 the Concord Police Department arrested a 25 year old Penacook man on charges stemming from the abuse of a nine month old female. The child had received medical attention for her injuries at the Portsmouth Regional Hospital. As a result of the investigation into the cause of those injuries the subject was charged with two counts of Second Degree Assault and Endangering the Welfare of a Child.
- On September 21, 2010 following an investigation by the Department's Youth Services Unit, a 49 year old Portsmouth man was arrested and charged with Aggravated Felonious Sexual Assault. The victim in this case was between the ages of 10 and 11 years old at the time of the assault which took place between 1997 and 2000.
- On September 14, 2010 following a lengthy investigation the Criminal Investigations Division arrested a 38 year old Concord man for sixteen counts of Possession of Child Pornography and two counts of Endangering the Welfare of a Child.
- On September 12, 2010 members of the Concord Police Department, including Technical Accident Reconstructionists, investigated a fatal single car accident which occurred on Garvins Falls Road. A 33 year old Concord man was killed in the crash.
- On September 7, 2010 a 19 year old Canterbury man was arrested in connection with a home invasion that had occurred on the same date. During the incident the individual entered a residence on North State Street and confronted the resident. The individual also displayed a handgun in his waistband while demanding money from the victim. The suspect then fled. Charges against the individual included Burglary, Attempted Armed Robbery, Carrying a Loaded Handgun without a License, and Resisting Arrest.
- On October 21, 2010, following the investigation of burglaries which had occurred at two local businesses, a 20 year old Concord man was arrested and charged with two counts of Burglary. The charges are related to burglaries which occurred at Cimo's South End Deli and Quality Cash Market.
- On November 30, 2010 the Criminal Investigations Division arrested a 34 year old Concord man following an investigation into a Bank Robbery that occurred at the TD Bank on North Main St. This investigation involved several other agencies including the Nashua Police Department and FBI. The suspect was charged with one count of robbery and is currently awaiting trial.
- On November 17, 2010 the Criminal Investigation Division arrested a Manchester resident after a two week investigation into an attempted robbery of the Concord Mart. Arrested was a 29 year old Manchester man who was charged with Conspiracy to Commit Robbery and Criminal Liability for the Conduct of Another. During the attempted robbery a handgun was displayed. Assisting in this investigation was the Manchester Police Department.
- On November 3, 2010 a 39 year old Concord woman was arrested following a lengthy investigation into illegal alcohol sales. The woman was charged with 6 counts of Prohibited Sales and also Endangering the Welfare of a Child. This woman is alleged to have provided alcoholic beverages on numerous occasions to minors between the ages of 16-18. The victims were known to her through her affiliation with a booster club at Merrimack Valley High School. The investigation stemmed from an incident where officers found an 18 year old male who required medical attention as a result of alcohol intoxication and was transported to the Concord Hospital.

- On November 1, 2010 the Concord Police Department's Patrol Division arrested a 26 year old homeless man following a robbery at the Hess Gas Station. The subject claimed to have had a gun during the robbery. The subject fled the scene but was located by Patrol Officers. The subject was charged with Robbery and Resisting Arrest.
- On December 8, 2010 following a joint investigation with both the Bedford and Manchester Police Department, the Criminal Investigations Division arrested a 19 year old man and a 20 year old man, both from Manchester, for their roles in two robberies that occurred in the City. Both subjects were involved in robberies occurring at the South Street Market and also the Concord Mart. During both robberies a handgun was displayed.
- On December 7, 2010 following a joint investigation with both the Bedford and Manchester Police Department, the Criminal Investigations Division arrested a 30 year old Manchester man on Robbery charges stemming from the robbery of Sam's of Connecticut Convenience Store. During the robbery an employee was pushed away from the door and the subject told him he had a gun.
- On January 13, 2011, following a lengthy investigation conducted by the Drug Enforcement Unit in conjunction with the Drug Enforcement Administration and the NH Attorney General's Drug Task Force, three individuals were taken into custody on drug related charges. A 29 year old Manchester man was taken into custody on charges of Conspiracy to Commit the Sale of a Controlled Drug (heroin) and Possession with the Intent to Distribute a Controlled Drug (heroin), a 41 year old Boston, MA man was charged with Possession with the Intent to Distribute (heroin), and a 41 year old Lisbon, NH man was charged with Sale of a Controlled Drug X 3 (heroin). During the investigation approximately \$15,000 worth of heroin and a handgun were seized. Two of the individuals arrested were found to be illegal immigrants from the Dominican Republic.
- On January 8, 2011 a 24 year old Loudon man was arrested on charges stemming from an attempted robbery at a Fayette Street apartment. This individual was charged with Attempted Robbery and Simple Assault. The suspect allegedly was wearing a mask and was armed with a knife while attempting to rob the victim. After fleeing the scene the suspect was located by Patrol Officers and taken into custody.
- The Concord Police Department conducted Alcohol Compliance Checks on licensees within the City on September 17, 2010 and January 28, 2011. These checks resulted in 10 licensees selling to an underage person. Ten individuals were arrested on charges of Prohibited Sales and the non-compliance information was forwarded to the NH Liquor Commission for any administrative action that they deem necessary. These Compliance Checks were conducted using funds provided through a Grant from the NH Department of Justice – Enforcing Underage Drinking Laws Program.
- The Concord Police Department was awarded a grant of \$39,788 to partially fund a police officer position in order that the Department may assign one of its Drug Enforcement Unit detectives to the NH Attorney General's Drug Task Force. The Department has been a member of the Drug Task Force since its inception and the relationship between the Department and the Task Force has proven to be invaluable to this agency. Detectives assigned to the Drug Task Force have received extensive training and been involved in large scale investigations involving numerous local, state, and federal agencies. The experience provided through their assignment to the Drug Task Force has been of great benefit to the Department as it continues its efforts to stem the proliferation of illegal drugs in the City.
- During FY 2011, the Concord Police Department Drug Enforcement Unit has been involved in the seizure of assets totaling approximately \$60,000. These assets were seized as a result of either their use in illegal drug related activity or as proceeds from illegal drug activity. A percentage of funds obtained from seized assets are returned to the Department to be utilized toward future Drug Enforcement Unit activity, training, or equipment.

- On January 27, 2011 members of the Concord Police Department arrested three individuals following an investigation into a robbery that had occurred at Dunkin Donuts on Fisherville Road. Arrested was a 35 year old Boscawen woman charged with Robbery, Habitual Offender, and Contributing to the Delinquency of a Minor, an 18 year old Boscawen woman charged with Criminal Liability for the Conduct of Another, and two juveniles were also arrested. During the robbery, one of the suspects assaulted one of the female employees of Dunkin Donuts.
- During February of 2011 the Concord Police Department Criminal Investigations Division arrested four individuals who were part of an organized group targeting retail stores in the Concord area to commit thefts. These individuals would steal merchandise and then return the stolen items to the store for cash. Nine different retail stores were identified as victims of these thefts. Those arrested included a 44 year old Concord man charged with Organized Retail Crime Enterprise, Theft by Deception, and Theft, a 35 year old Concord man charged with Organized Retail Crime Enterprise, Theft by Deception X 3, and Conspiracy, a 20 year old Loudon woman charged with Organized Retail Crime Enterprise, Theft X 9, Conspiracy, Criminal Trespass, and Receiving Stolen Property, and a 19 year old Concord man charged with Organized Retail Crime Enterprise, Theft by Deception X 2, Theft X 4, Conspiracy, and Receiving Stolen Property.
- During February of 2011 the Concord Police Department arrested two local individuals on charges stemming from a staged robbery that occurred at Radio Shack on Ft. Eddy Road. One of the arrestees was an employee of Radio Shack at the time of this staged robbery. Arrested was a 19 year old Concord man charged with Conspiracy to Commit Theft, False Report to Law Enforcement, Conspiracy to Commit False Report, False Information to 9-1-1, and Possession of a Controlled Drug. Also arrested was a 21 year old Concord man charged with Theft, Conspiracy to Commit Theft, Conspiracy to Commit False Report, and Possession of a Controlled Drug.
- On March 9, 2011 the Concord Police Department arrested a 22 year old Pembroke woman on charges stemming from a road rage incident that occurred on March 7, 2011. Charges on the woman included Second Degree Assault, Endangering the Welfare of a Child, Criminal Trespass, and Breach of Bail. This incident involved the suspect using a stun gun on the victim after entering the victim's vehicle.

Police Department Service Indicators on following page.

SERVICE INDICATORS				Projected
	FY2009	FY2010	FY2011	FY2012
Calls for Service	59,317	59,430	56,546	60,530
<i>Part I Crimes Reported</i>	1,559	1,462	1,431	1,718
Homicide	0	1	0	0
<i>Part II Crimes Reported</i>	5,027	4,763	4,455	4,419
Sexual Assaults/Offenses Reported (Part I and Part II)	93	94	101	116
Index Crime Rate (Part I Crimes per 100,000 population)				
<i>Violent Crime</i>	273	249	249	311
<i>Property Crime</i>	3,360	3,157	3,085	3,692
Total Crimes Against Persons	1,107	1,060	1,040	1,148
Total Property Crimes	2,663	2,612	2,351	2,658
Total Crimes Against Society	1,519	1,376	1,300	1,160
State Reportable Traffic Accidents	1,272	1,294	1,274	1,154
Traffic Fatalities	0	0	2	0
Visibility/Prevention Patrols (#)	7,902	7,932	7,212	10,411
Personnel Time on Prevention Patrols (hours)	2,916	2,643	2,340	3,143
Traffic Summonses Issued	5,455	5,325	3,985	3,450
DWI (Persons Arrested)	192	146	139	149
Drug Abuse Violations (Persons Arrested)	290	253	264	200
<i>~Sale/Manufacturing</i>	93	68	90	176

~Possession	407	395	347	250
~Total Drug Abuse Violations (Charges)	500	463	437	426
Total Persons Arrested	3,095	3,044	2,797	2,859
Total Number of Offenses Charged	5,353	5,017	4,646	4,519
Evidence/Property				
Recovered	5,087	4,605	5,164	6,141
Returned/Disposed	1,670	1,207	3,301	5,173
Criminal Investigations Division				
Cases Assigned	613	757	851	722
Cases Cleared	614	727	813	673
Youth Services Division				
Cases Assigned	1,328	1,426	1,196	1,214
Non-Court Adjudicated	995	1,009	892	872
Petitioned	314	374	468	281
Training and Services Division				
Sworn Positions Hired	6	4	6	4
Total Training Hours	6,332	9,015	8,920	7,825

RECORDS

The City Clerk insures the preservation of documents, vital records, and historical records; provides City Council agendas, correspondence, minutes and maintains indexed actions of the Council and provides election services for the City of Concord.

Notable

- Staff continues to work with the Bureau of Vital Records, keeping abreast of Vital Record program enhancements in order to assure proper processing of records and great customer service.
- Continuing implementation of internal improvements to the Council agenda process resulting in a more efficient agenda preparation process.

<u>SERVICE INDICATORS</u>	<u>FY2010</u>	<u>FY2011</u>
1. Birth Certificates Issued	2,597	2,242
2. Marriage Certificates Issued	762	774
3. Civil Union Certificates Issued	10	0
4. Death Certificates Issued	3,664	3,442
5. Divorce Records Issued	118	106
6. Certified Records Issued	7,151	6,564
7. Marriage Licenses Issued	411	444
8. Civil Union Licenses Issued	4	0
9. Dog Licenses Issued	5,488	3,977
10. Notice of Intent to Issue Summons	2,499	2,536
11. Dog Summons Issued	415	1,113
12. UCC's Recorded, Terminated or Amended	438	501
13. City Council Minutes Prepared	18	14
14. Vital Record Amendments	168	168

Elections

- Staff posted election results on the City's web page from the elections held allowing immediate accessibility of election results.
- Staff worked effectively with local and statewide news media providing up to the minute election results for all elections held.
- Conducted voter registration sessions at local nursing homes and retirement communities.
- Early morning voting was eliminated and polling hours were changed from 8:00 a.m. to 7:00 p.m. to 7:00 a.m. to 7:00 p.m., effective July 1, 2010.

<u>SERVICE INDICATORS</u>	<u>FY2010</u>	<u>FY2011</u>
1. Voter Registrations Processed	237	1,604
2. Absentee Voters Serviced	87	1,267
3. Early AM Voters Serviced	17	0
4. Average Number of Ballots Cast	3,356	22,405

The City Clerk's Office conducted a State Primary Election on September 14, 2010 and a State General Election on November 2, 2010.

RECREATION DEPARTMENT

The Recreation Department is responsible for providing a diversified program of year round activities for people of all ages and abilities. The Department also schedules all outdoor parks, athletic fields, four community centers and operates seven outdoor pools.

Each year the department offers year round programming for all ages. From youth programs, classes and camps to a very successful drop in senior program. In FY2011, the department served over 5,500 participants in our programs. In addition, the department coordinates many large special events: July 4, Summer Music Series and the Annual River Jamboree. Department staff helped organize the Black Ice Pond Hockey Championship that celebrated Concord's rich hockey history. The department also manages the schedules for all athletic

fields that are maintained by the City of Concord. Over the course of the year, the department works with over twenty different leagues and three high schools.

The department has opportunities for community members and the business community to help support department activities. In FY2011, the department raised over \$70,000 in donations. If you are interested in sponsoring an event or making a donation, please contact the Director.

Notable

- Recreation Web Site increased from less than 200,000 hits in FY10 to 350,604 in FY11.
- On-line registration sessions continue to increase to almost 40% of total registrations.
- Served over 1,700 children in one of our twenty summer camps.
- Over 450 children took part in our Learn to Swim Program.
- Over 30,000 people used the seven outdoor pools.
- Active involvement with downtown recreational programming in cooperation with Main Street Concord.
- Recruited, trained and supervised over 280 volunteers who contributed a total of approximately 9,000 volunteer hours for various programs and events.
- Worked with the US Tennis Association to increase the number of tennis programs and the number of participants. Hosted a USTA coaches workshop and all tennis staff are now USTA Instructors.
- Continued to expand our Senior Citizen Program at the West Street Ward House which meets for three hours a day, three days a week.



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INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council
City of Concord, New Hampshire

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2011, which collectively comprise the City's basic financial statements as listed in the Table of Contents. These financial statements are the responsibility of the City of Concord's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord as of June 30, 2011, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The Management's Discussion and Analysis, appearing on the following pages, and the supplementary information appearing on page 73 are not required parts of the basic financial statements but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management

regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was made for the purpose of forming opinions on the financial statements that collectively comprise the City of Concord, New Hampshire's basic financial statements. The introductory section, supplementary statements and schedules, and statistical tables are presented for purposes of additional analysis and are not a required part of the basic financial statements. The supplementary statements and schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical tables have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued a report dated December 22, 2011 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
December 22, 2011

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2011

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
ASSETS			
Current:			
Cash and short-term equivalents	\$ 40,721,325	\$ 8,387,494	\$ 49,108,819
Investments	15,045,991	-	15,045,991
Receivables, net of allowance for uncollectibles:			
Property taxes	28,549,605	-	28,549,605
Accounts	719,342	-	719,342
User fees	-	1,653,586	1,653,586
Intergovernmental	4,570	159,585	164,155
Loans	741,605	-	741,605
Due from/(to) other funds	194,498	(194,498)	-
Other assets	349,191	388,153	737,344
Total current assets	<u>86,326,127</u>	<u>10,394,320</u>	<u>96,720,447</u>
Noncurrent:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental	-	882,459	882,459
Capital assets:			
Land and construction in progress	17,094,239	4,406,754	21,500,993
Other capital assets, net			
of accumulated depreciation	89,885,493	124,069,135	213,954,628
Total non-current assets	<u>106,979,732</u>	<u>129,358,348</u>	<u>236,338,080</u>
TOTAL ASSETS	193,305,859	139,752,668	333,058,527
LIABILITIES			
Current:			
Accounts payable	770,506	1,056,121	1,826,627
Retainage payable	321,298	254,741	576,039
Accrued liabilities	806,408	350,261	1,156,669
Unearned revenues	25,473,611	121,475	25,595,086
Taxes collected in advance	17,922,552	-	17,922,552
Due to other governments	5,370	-	5,370
Due to external parties - fiduciary funds	3,832	-	3,832
Other current liabilities	1,258,586	344,341	1,602,927
Current portion of long-term liabilities:			
Bonds and loans payable	4,524,933	3,303,437	7,828,370
Other liabilities	1,713,226	193,421	1,906,647
Total current liabilities	<u>52,800,322</u>	<u>5,623,797</u>	<u>58,424,119</u>
Noncurrent:			
Bonds and loans payable, net of current portion	35,506,186	23,298,037	58,804,223
Other liabilities, net of current portion	5,055,588	486,000	5,541,588
Total non-current liabilities	<u>40,561,774</u>	<u>23,784,037</u>	<u>64,345,811</u>
TOTAL LIABILITIES	93,362,096	29,407,834	122,769,930
NET ASSETS			
Invested in capital assets, net of related debt	69,642,960	103,659,124	173,302,084
Restricted for:			
Grants and other statutory restrictions	3,343,031	-	3,343,031
Permanent funds:			
Nonexpendable	9,239,526	-	9,239,526
Debt service	-	1,042,044	1,042,044
Unrestricted	17,718,246	5,643,666	23,361,912
TOTAL NET ASSETS	\$ 99,943,763	\$ 110,344,834	\$ 210,288,597

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Expenses</u>	<u>Program Revenues</u>		
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>
Governmental Activities:				
General government	\$ 7,145,023	\$ 1,525,641	\$ 592,318	\$ 1,767,239
Public safety	22,584,828	3,507,165	138,378	78,963
General services	12,693,473	451,690	-	-
Community development	4,223,189	1,450,678	8,067	794,275
Leisure and information services	2,574,830	502,022	397	-
Human services	775,026	17,966	-	-
Interest on long-term debt	1,511,198	-	-	-
Total Governmental Activities	51,507,567	7,455,162	739,160	2,640,477
Business-Type Activities:				
Water	4,883,528	5,363,947	-	100,343
Sewer	6,247,273	6,346,565	188,926	62,358
Solid Waste	4,301,512	2,895,021	-	-
Golf	848,850	844,809	-	-
Arena	474,891	465,348	-	-
Total Business-Type Activities	16,756,054	15,915,690	188,926	162,701
Total	\$ 68,263,621	\$ 23,370,852	\$ 928,086	\$ 2,803,178

**General Revenues, Transfers &
Permanent Fund Contributions****General Revenues:**

Property Taxes
 Penalties, interest and other taxes
 Grants and contributions not restricted
 to specific programs
 Investment income (Loss)
 Miscellaneous

Transfers, net
 Permanent fund contributions

Total general revenues, transfers,
 and contributions

Change in Net Assets

Net Assets:

Beginning of year, restated

End of year

Net (Expenses) Revenues and Changes in Net Assets		
Governmental Activities	Business- Type Activities	Total
\$ (3,259,825)	\$ -	\$ (3,259,825)
(18,860,322)	-	(18,860,322)
(12,241,783)	-	(12,241,783)
(1,970,169)	-	(1,970,169)
(2,072,411)	-	(2,072,411)
(757,060)	-	(757,060)
<u>(1,511,198)</u>	<u>-</u>	<u>(1,511,198)</u>
(40,672,768)	-	(40,672,768)
-	580,762	580,762
-	350,576	350,576
-	(1,406,491)	(1,406,491)
-	(4,041)	(4,041)
<u>-</u>	<u>(9,543)</u>	<u>(9,543)</u>
<u>-</u>	<u>(488,737)</u>	<u>(488,737)</u>
(40,672,768)	(488,737)	(41,161,505)
39,939,045	-	39,939,045
1,267,571	-	1,267,571
832	-	832
2,233,996	150,328	2,384,324
1,165,035	7,977	1,173,012
(43,843)	43,843	-
<u>184,261</u>	<u>-</u>	<u>184,261</u>
<u>44,746,897</u>	<u>202,148</u>	<u>44,949,045</u>
4,074,129	(286,589)	3,787,540
<u>95,869,634</u>	<u>110,631,423</u>	<u>206,501,057</u>
\$ <u>99,943,763</u>	\$ <u>110,344,834</u>	\$ <u>210,288,597</u>

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2011

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS			
Cash and short-term equivalents	\$ 26,112,944	\$ 14,608,381	\$ 40,721,325
Investments	4,490,510	10,555,481	15,045,991
Receivables:			
Property taxes	28,912,708	-	28,912,708
Accounts	528,510	190,832	719,342
Intergovernmental	4,570	-	4,570
Loans	-	741,605	741,605
Due from other funds	607,581	1,063,575	1,671,156
Inventory	179,441	-	179,441
Other assets	<u>165,908</u>	<u>3,842</u>	<u>169,750</u>
TOTAL ASSETS	<u>\$ 61,002,172</u>	<u>\$ 27,163,716</u>	<u>\$ 88,165,888</u>
LIABILITIES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 465,587	\$ 304,919	\$ 770,506
Retainage payable	438	320,860	321,298
Other liabilities	856,300	402,286	1,258,586
Deferred revenues	28,599,449	921,795	29,521,244
Taxes collected in advance	17,922,552	-	17,922,552
Due to other funds	562,308	918,182	1,480,490
Due to other governments	<u>5,370</u>	<u>-</u>	<u>5,370</u>
TOTAL LIABILITIES	48,412,004	2,868,042	51,280,046
Fund Balances:			
Nonspendable	181,815	9,239,526	9,421,341
Restricted	-	4,214,191	4,214,191
Committed	4,316,925	10,842,872	15,159,797
Assigned	1,355,353	-	1,355,353
Unassigned	<u>6,736,075</u>	<u>(915)</u>	<u>6,735,160</u>
TOTAL FUND BALANCES	<u>12,590,168</u>	<u>24,295,674</u>	<u>36,885,842</u>
TOTAL LIABILITIES AND FUND BALANCES	<u>\$ 61,002,172</u>	<u>\$ 27,163,716</u>	<u>\$ 88,165,888</u>

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2011

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:			
Taxes	\$ 38,644,609	\$ 763,340	\$ 39,407,949
Licenses and permits	1,112,391	-	1,112,391
Intergovernmental	1,008,437	1,724,326	2,732,763
Charges for services	4,656,320	1,637,353	6,293,673
Investment income	140,119	2,093,889	2,234,008
Contributions	216,634	566,942	783,576
Miscellaneous	<u>1,182,432</u>	<u>1,220,665</u>	<u>2,403,097</u>
Total Revenues	46,960,942	8,006,515	54,967,457
Expenditures:			
Current:			
General government	5,528,442	1,312,677	6,841,119
Public safety	20,444,960	669,313	21,114,273
General services	7,310,317	487,292	7,797,609
Community development	2,622,909	243,060	2,865,969
Leisure and information services	2,028,833	1,075	2,029,908
Human services	752,485	-	752,485
Employee benefits	661,188	-	661,188
Miscellaneous	1,106	44,385	45,491
Debt service			
Principal	3,433,133	936,500	4,369,633
Interest	1,015,925	500,091	1,516,016
Capital outlay	-	6,624,538	6,624,538
Total Expenditures	<u>43,799,298</u>	<u>10,818,931</u>	<u>54,618,229</u>
Excess (deficiency) of revenues over expenditures	3,161,644	(2,812,416)	349,228
Other Financing Sources (Uses):			
Issuance of bonds	-	5,063,000	5,063,000
Transfers in	2,174,705	1,643,669	3,818,374
Transfers out	<u>(2,903,412)</u>	<u>(958,805)</u>	<u>(3,862,217)</u>
Total Other Financing Sources (Uses)	<u>(728,707)</u>	<u>5,747,864</u>	<u>5,019,157</u>
Net change in fund balance	2,432,937	2,935,448	5,368,385
Fund Balance, at Beginning of Year, restated	<u>10,157,231</u>	<u>21,360,226</u>	<u>31,517,457</u>
Fund Balance, at End of Year	\$ <u>12,590,168</u>	\$ <u>24,295,674</u>	\$ <u>36,885,842</u>

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES -
BUDGET AND ACTUAL - GENERAL FUND - BUDGET BASIS

FOR THE YEAR ENDED JUNE 30, 2011

	<u>Budgeted Amounts</u>			Variance with Final Budget Positive (Negative)
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	
Revenues:				
Taxes	\$ 37,975,884	\$ 38,049,742	\$ 38,269,433	\$ 219,691
Licenses and permits	1,024,365	1,024,365	1,112,391	88,026
Intergovernmental	1,114,170	1,115,731	1,169,495	53,764
Charges for services	4,346,671	4,346,671	4,495,262	148,591
Investment income	147,500	72,080	70,580	(1,500)
Miscellaneous	<u>1,054,487</u>	<u>1,058,789</u>	<u>1,190,116</u>	<u>131,327</u>
Total Revenues	45,663,077	45,667,378	46,307,277	639,899
Expenditures:				
General government	6,154,527	6,074,779	5,481,437	593,342
Public safety	20,460,930	20,525,160	20,458,831	66,329
General services	7,607,225	7,608,488	7,240,648	367,840
Community development	2,868,638	2,869,346	2,639,369	229,977
Leisure and information services	2,041,897	2,061,700	2,033,683	28,017
Human services	772,205	772,205	752,415	19,790
Employee benefits	680,000	685,100	716,179	(31,079)
Debt service	<u>4,500,000</u>	<u>4,500,000</u>	<u>4,362,159</u>	<u>137,841</u>
Total Expenditures	45,085,422	45,096,778	43,684,721	1,412,057
Other Financing Sources (Uses):				
Transfers in	1,629,938	1,654,533	1,626,684	(27,849)
Transfers out	(2,207,593)	(3,255,133)	(3,262,017)	(6,884)
Budgetary use of fund balance	<u>-</u>	<u>1,030,000</u>	<u>1,030,000</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>(577,655)</u>	<u>(570,600)</u>	<u>(605,333)</u>	<u>(34,733)</u>
Excess of revenues and other financing sources over expenditures and other financing uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>2,017,223</u>	\$ <u>2,017,223</u>

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2011

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
<u>ASSETS</u>					
Current:					
Cash and short-term equivalents	\$ 4,676,673	\$ 1,816,127	\$ 1,602,522	\$ 292,172	\$ 8,387,494
User fees, net of allowance for uncollectibles	503,482	727,224	418,804	4,076	1,653,586
Intergovernmental receivables	-	159,585	-	-	159,585
Due from other funds	-	65,016	-	-	65,016
Prepaid assets	7,700	290,966	563	2,253	301,482
Inventory	8,616	-	78,055	-	86,671
Total current assets	5,196,471	3,058,918	2,099,944	298,501	10,653,834
Noncurrent:					
Intergovernmental	-	882,459	-	-	882,459
Capital assets:					
Land and construction in progress	2,011,865	2,004,357	186,200	204,332	4,406,754
Other capital assets, net of accumulated depreciation	62,203,032	60,599,524	-	1,266,579	124,069,135
Total noncurrent assets	64,214,897	63,486,340	186,200	1,470,911	129,358,348
TOTAL ASSETS	69,411,368	66,545,258	2,286,144	1,769,412	140,012,182
<u>LIABILITIES</u>					
Current:					
Accounts payable	350,403	159,013	409,855	136,850	1,056,121
Retainage payable	112,924	128,455	-	13,362	254,741
Accrued liabilities	164,874	179,736	-	5,651	350,261
Due to other funds	137,763	120,694	330	727	259,514
Unearned revenue	-	-	109,995	11,480	121,475
Other current liabilities	172,925	40,667	124,749	6,000	344,341
Current portion of long-term liabilities:					
Bonds and loans payable	1,498,373	1,703,064	-	102,000	3,303,437
Compensated absences	79,174	70,872	11,472	31,903	193,421
Total current liabilities	2,516,436	2,402,501	656,401	307,973	5,883,311
Noncurrent:					
Bonds and loans payable, net of current portion	10,270,338	12,647,699	-	380,000	23,298,037
Other post employment	243,000	243,000	-	-	486,000
Total noncurrent liabilities	10,513,338	12,890,699	-	380,000	23,784,037
TOTAL LIABILITIES	13,029,774	15,293,200	656,401	687,973	29,667,348
<u>NET ASSETS</u>					
Invested in capital assets, net of related debt	53,340,586	49,143,427	186,200	988,911	103,659,124
Restricted for debt service	-	1,042,044	-	-	1,042,044
Unrestricted	3,041,008	1,066,587	1,443,543	92,528	5,643,666
TOTAL NET ASSETS	<u>\$ 56,381,594</u>	<u>\$ 51,252,058</u>	<u>\$ 1,629,743</u>	<u>\$ 1,081,439</u>	<u>\$ 110,344,834</u>

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2011

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
Operating Revenues:					
Charges for services	\$ 5,363,947	\$ 6,346,565	\$ 2,895,021	\$ 1,310,157	\$ 15,915,690
Other	<u>1,333</u>	<u>3,646</u>	<u>-</u>	<u>2,998</u>	<u>7,977</u>
Total Operating Revenues	5,365,280	6,350,211	2,895,021	1,313,155	15,923,667
Operating Expenses:					
Operating expenses	2,871,976	3,789,957	4,301,512	1,176,438	12,139,883
Depreciation	<u>1,598,236</u>	<u>1,931,020</u>	<u>-</u>	<u>125,505</u>	<u>3,654,761</u>
Total Operating Expenses	<u>4,470,212</u>	<u>5,720,977</u>	<u>4,301,512</u>	<u>1,301,943</u>	<u>15,794,644</u>
Operating Income (Loss)	895,068	629,234	(1,406,491)	11,212	129,023
Nonoperating Revenues (Expenses):					
Investment income	88,508	60,990	-	830	150,328
Intergovernmental	-	188,926	-	-	188,926
Interest expense	<u>(413,316)</u>	<u>(526,296)</u>	<u>-</u>	<u>(21,798)</u>	<u>(961,410)</u>
Total Nonoperating Revenues (Expenses), Net	<u>(324,808)</u>	<u>(276,380)</u>	<u>-</u>	<u>(20,968)</u>	<u>(622,156)</u>
Income (Loss) Before Contributions and Transfers	570,260	352,854	(1,406,491)	(9,756)	(493,133)
Capital contributions	100,343	62,358	-	-	162,701
Transfers in	20,000	-	1,425,888	22,007	1,467,895
Transfers out	<u>(667,083)</u>	<u>(608,669)</u>	<u>(35,000)</u>	<u>(113,300)</u>	<u>(1,424,052)</u>
Change in Net Assets	23,520	(193,457)	(15,603)	(101,049)	(286,589)
Net Assets at Beginning of Year, restated	<u>56,358,074</u>	<u>51,445,515</u>	<u>1,645,346</u>	<u>1,182,488</u>	<u>110,631,423</u>
Net Assets at End of Year	<u>\$ 56,381,594</u>	<u>\$ 51,252,058</u>	<u>\$ 1,629,743</u>	<u>\$ 1,081,439</u>	<u>\$ 110,344,834</u>

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2011

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
<u>Cash Flows From Operating Activities:</u>					
Receipts from customers and users	\$ 5,342,494	\$ 6,229,225	\$ 2,899,299	\$ 1,312,454	\$ 15,783,472
Payments to employees	(1,717,001)	(2,184,501)	(2,426,247)	(706,948)	(7,034,697)
Payments to vendors	(805,334)	(1,469,951)	(1,635,051)	(360,700)	(4,271,036)
Net Cash Provided By (Used For) Operating Activities	2,820,159	2,574,773	(1,161,999)	244,806	4,477,739
<u>Cash Flows From Noncapital Financing Activities:</u>					
Intergovernmental revenues	-	188,926	-	-	188,926
Transfers in	20,000	-	1,425,888	22,007	1,467,895
Transfers out	(667,083)	(608,669)	(35,000)	(113,300)	(1,424,052)
Net Cash Provided by (Used For) Noncapital Financing Activities	(647,083)	(419,743)	1,390,888	(91,293)	232,769
<u>Cash Flows From Capital and Related Financing Activities:</u>					
Proceeds from issuance of bonds and notes	2,306,192	213,500	-	-	2,519,692
Principal payments on bonds and notes	(1,482,600)	(1,666,453)	-	(111,000)	(3,260,053)
Acquisition and construction of capital assets, net disposals	(1,542,143)	(914,621)	-	(169,676)	(2,626,440)
Capital contributions	100,343	201,116	-	-	301,459
Interest expense	(395,951)	(536,393)	-	(23,040)	(955,384)
Net Cash (Used For) Capital and Related Financing Activities	(1,014,159)	(2,702,851)	-	(303,716)	(4,020,726)
<u>Cash Flows From Investing Activities:</u>					
Investment income	88,508	60,990	-	831	150,329
Net Cash Provided by Investing Activities	88,508	60,990	-	831	150,329
Net Change in Cash and Short-Term Equivalents	1,247,425	(486,831)	228,889	(149,372)	840,111
Cash and Short-Term Equivalents, Beginning of Year	3,429,248	2,302,958	1,373,633	441,544	7,547,383
Cash and Short-Term Equivalents, End of Year	\$ 4,676,673	\$ 1,816,127	\$ 1,602,522	\$ 292,172	\$ 8,387,494
<u>Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used For) Operating Activities:</u>					
Operating income (loss)	\$ 895,068	\$ 629,234	\$ (1,406,491)	\$ 11,212	\$ 129,023
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:					
Depreciation	1,598,236	1,931,020	-	125,505	3,654,761
Changes in assets and liabilities:					
User fees	(22,787)	(55,969)	(58,441)	14,173	(123,024)
Inventory	-	-	(124)	-	(124)
Other assets	3,474	(65,016)	(21,159)	(43)	(82,744)
Accounts payable	(2,696)	(1,073)	261,399	97,623	355,253
Retainage payable	(40,411)	(82,003)	-	13,362	(109,052)
Compensated absences	1,305	(3,174)	68	(2,150)	(3,951)
Unearned revenues	-	-	-	954	954
Other liabilities	387,970	221,754	62,749	(15,830)	656,643
Net Cash Provided By (Used For) Operating Activities	\$ 2,820,159	\$ 2,574,773	\$ (1,161,999)	\$ 244,806	\$ 4,477,739

ORDINANCES

Ordinances passed in FY2011:

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-3-2, Flood Hazard (FH) District.

Amended the Code of Ordinances, Title III, Building and Housing Code; Chapter 26, Building Regulations; Flood Hazard Areas.

Added parking prohibited on the north side of West Washington Street, between Holt Street and Liberty Street, from 7:00 a.m. to 3:00 p.m. Monday through Friday.

Amended the Code of Ordinances, Title I, General Code; Chapter 12, Dogs.

Amended the Personnel Class Specification Index by adding Systems Administrator II.

Amended the Personnel Class Specification Index by adding Water Treatment Maintenance Supervisor.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-5, All Night Parking Prohibited.

Amended the Code of Ordinances, Title V, Administrative Code, Chapter 30, Boards and Commissions, City Parking Committee.

Amended the Code of Ordinances, Title I, General Code: Chapter 15, Licensing and Regulations of Businesses, Trades and Occupations, Article 15-2 Pawnbrokers.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Article 1-5, Fees, Fines, and Penalties, Schedule I, Pawnbrokers.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance.

Amended the Personnel Class Specification Index by deleting Adult Services Manager and adding Adult and Technical Services Manager.

Deleted parking prohibited at all times in designated places on the north side of Pillsbury Street 200 feet west of South Main Street to 260 feet west of South Main Street; added parking prohibited at all times in designated places on the north side of Pillsbury Street from South Main Street to 200 feet west of South Main Street; deleted parking time limited in designated places (two hours, between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) on the north side of Pillsbury Street from South Main Street to 200 feet west of South Main Street (parallel); deleted parking time limited in designated places (two hours, between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) on the north side of Pillsbury Street from 260 feet west of South Main Street to Dakin Street (parallel); deleted parking time limited in designated places (two hours, between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) on the south side of Pillsbury Street from South Main Street to 165 feet westerly (head in 60 degrees); deleted parking time limited in designated places (two hours, between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) on the south side of Pillsbury Street from 165 feet west of South Main Street to Opposite Dakin Street (parallel); added parking time

limited in designated places (two hours, between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) on the north side of Pillsbury Street from 200 feet west of South Main Street to Dakin Street (parallel); added parking time limited in designated places (two hours, between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) on the south side of Pillsbury Street from South Main Street to Opposite Dakin Street (parallel).

Deleted parking prohibited at all times in designated places on the south side of Blanchard Street from White Street to Essex Street; Deleted parking prohibited at all times in designated places on the north side of Washington Street from Rumford Street to White Street; added parking prohibited at all times in designated places on the north side of Blanchard Street from Essex Street to White Street; added parking prohibited at all times in designated places on the east side of White Street from Blanchard Street to Beacon Street; added parking position designated for certain streets left 45 degrees head in south on Blanchard Street from Essex Street to White Street and Main Street; deleted restricted parking in residential areas, Franklin Pierce Law Center, on the north side of Blanchard Street from Rumford Street to White Street from 6:00 a.m. to 2:00 a.m. Monday through Sunday; added restricted parking in residential areas, Franklin Pierce Law Center, on the north side of Blanchard Street from Rumford Street to Essex Street from 6:00 a.m. to 2:00 a.m. Monday through Friday.

Added one-way street; Blanchard Street from Essex Street to White Street traveling west.

Deleted bus stop on the west side of South Main Street from Perley Street to 65 feet southerly; deleted bus stop on the east side of South Main Street from Sexton Avenue to 60 feet southerly; added bus stop on the east side of North Main Street from 160 feet north of Storrs Street to 65 feet southerly; added bus stop on the west side of South Main Street from Thorndike Street to 55 feet southerly; added bus stop on the east side of South Main Street from 400 feet north of Storrs Street to 65 feet southerly; added bus stop on the west side of Storrs Street from Pleasant Street Extension to 80 feet southerly.

Amended the Code of Ordinances, Title I, General Code; Chapter 15, Licensing and Regulation of Businesses, Trades and Occupations, Article 15-2 Pawnbrokers.

Amended the Code of Ordinances, Title IV, Subdivision Code; Chapter 29.2, Public Capital Facilities Impact Fee Ordinance; Section 29.2-1-2, Assessment and Collection.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-5, All Night Parking Prohibited.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1. Stopping, Standing and Parking; Unlawful Parking.

Added parking prohibited as all times in designated places on the east side of Knight Street from Hutchins Street to 225 feet southerly of Hutchins Street.

Added parking prohibited at all times in designated places on the west side of Rumford Street from School Street to Centre Street.

Amended the Building and Housing Codes by adopting the 2009 Editions of the International Building Code and the International Residential Code.

Amended the Housing Maintenance and Occupancy Codes by adopting the 2009 Edition of the International Property Maintenance Code.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I and Schedule II of Article 1-5, Fees, Fines, and Penalties.

Amended the Personnel Class Specification Index by deleting Life Safety Officer and Assistant Life Safety Officer; amended the Personnel Class Specification Index by adding Assistant Fire Marshall.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties; Water Use Rates.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties; Sewer Use Rates.

Government

June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4071 Votes Mayor-Aldermen 1335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2974 Votes Mayor-Aldermen 2979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3449 Votes Mayor-Aldermen 2737 Votes

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